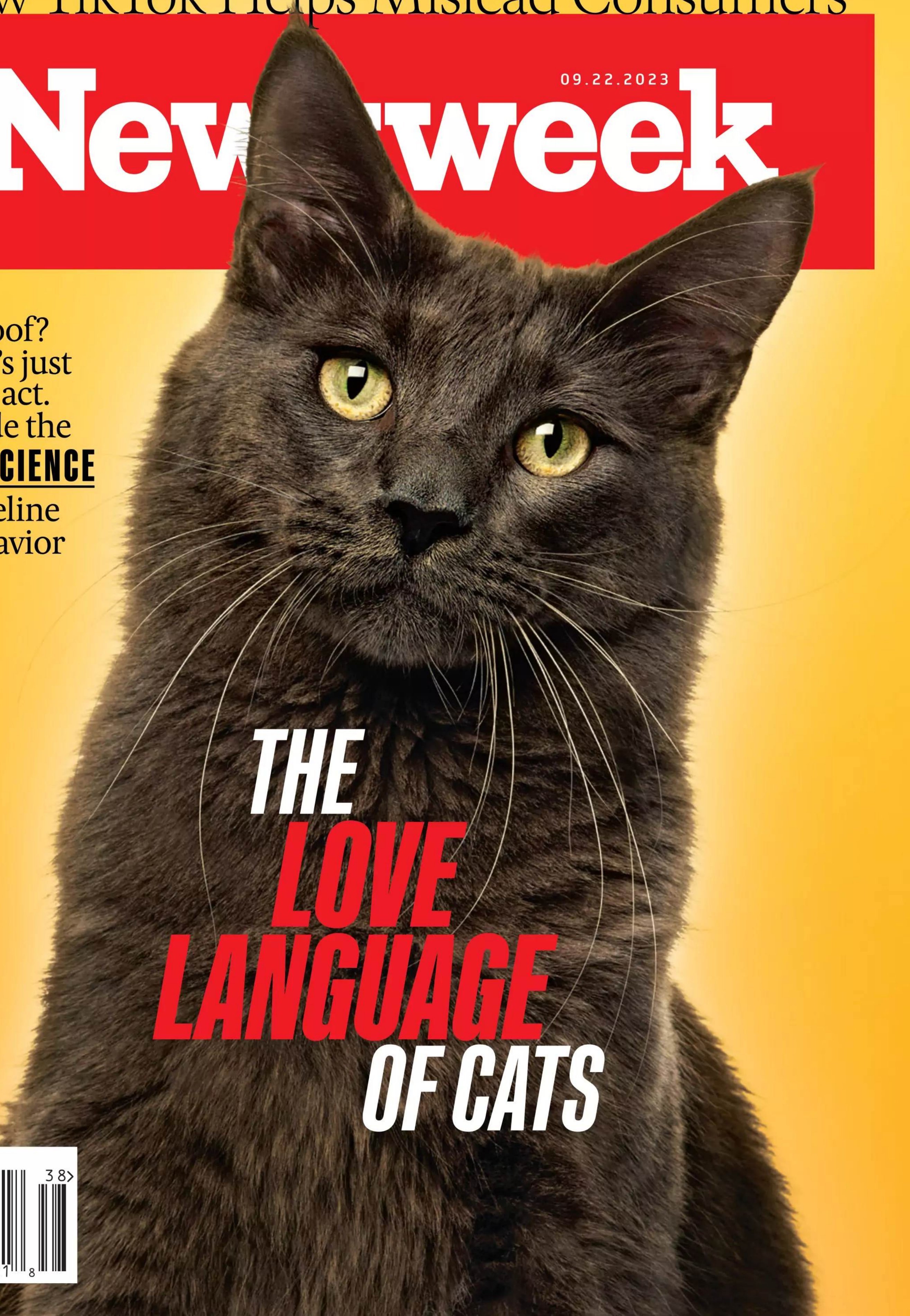
How TikTok Helps Mislead Consumers

Newsweek

09.22.2023



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New science shows that our seemingly aloof feline friends really do care about us. They just have their own way of showing it.

by ADAM PIORE

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The World's Best Specialized Hospitals 2024

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ON THE COVER Left photograph by GlobalP/Getty; Right photograph by Tim Macpherson/Stone/Getty

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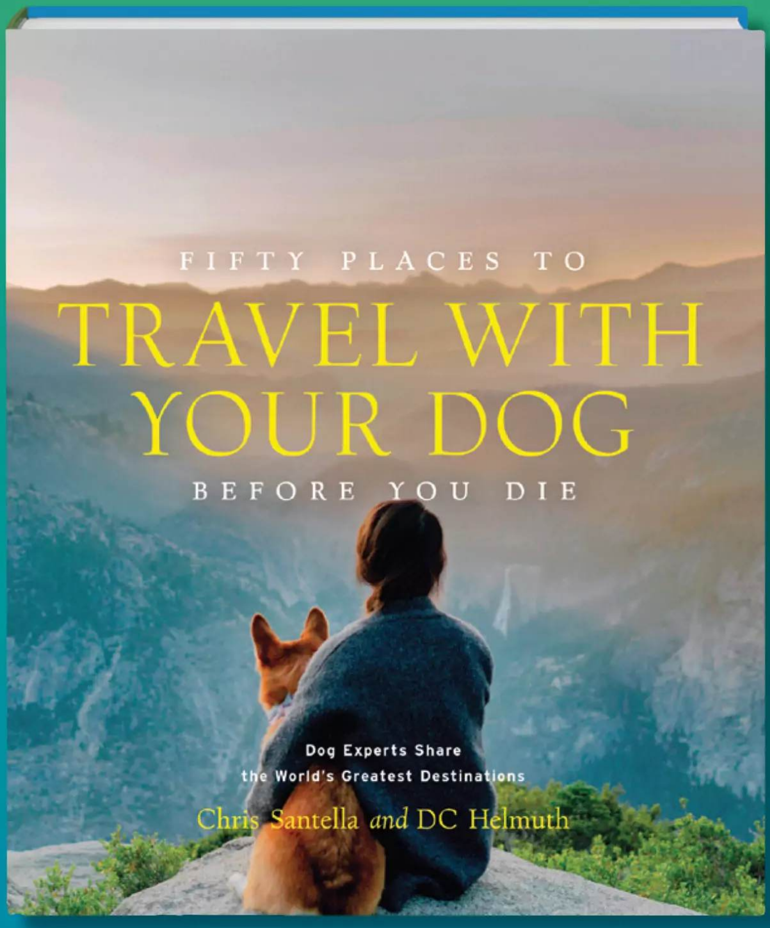
Newsweek 1933 90 2023 FINDING COMMON GROUND






EXPLORE THE GLOBE with MAN'S BEST FRIEND

A collection of adventurous trips for dogs and the humans who love them



From the dazzling glaciers of Alaska and the onsens of Japan to the sun-soaked beaches of Portugal, this book explores 50 dog-approved journeys, highlighting where to stay and how to travel with your beloved furry friend.

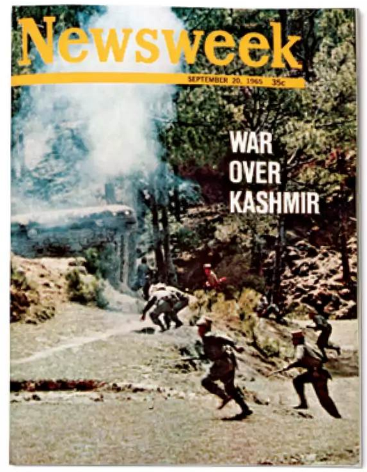
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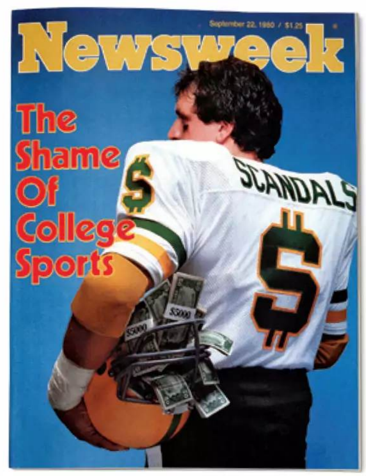
1996 "In the long-ago summer of 1969, when everyone who wasn't obsessed with Chappaquiddick or Woodstock was glorying in the triumph of the first manned moon landings, it was hard to find anyone who cared a whit about the Mariner 6 and Mariner 7 missions to Mars," said *Newsweek* on the underreported mission to measure the planet's ionosphere. But things have changed. Now NASA records 48 missions to Mars by all countries, including landings by three—the U.S., Soviet Union and China—and NASA is preparing to send its first humans to the red planet by 2040.





1965

"The confusing and contradictory communiques issued by India and Pakistan tell of determination to smash the enemy," said *Newsweek* on the ongoing fight between the two countries over the Kashmir region. After years of conflict in the area, in August 2019, India annexed Kashmir, stripping it of its statehood.



1980

"College sports are under a shadow of corruption," wrote *Newsweek*. "Top universities have been caught forging academic transcripts of players. Coaches take kickbacks, youngsters are recruited with payoffs." Four decades later, the same concerns are still live—in the Varsity Blues scandal, falsified athletic credentials helped students gain college admissions.

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In Focus

THE NEWS IN PICTURES

TAFEGHAGHTE, MOROCCO

Punishing Quake

Just two days after a 6.8 magnitude earthquake hit in the High Atlas Mountains, residents in this town 37 miles southwest of Marrakesh inspect the rubble of collapsed homes, enterprises and infrastructure on September 10. The quake is one of the strongest to hit the nation's center in over a century, with a death toll of nearly 2,500 and an equal number of injured as of press time. Rescue teams are struggling to find survivors trapped under the remnants of flattened villages, particularly in the difficult to access, rural mountainous regions.

FADEL SENNA


AFP/GETTY


교권보호합의안
의결하라









GETTY (3); NEWSDAY RM VIA GETTY IMAGES

SEOUL, SOUTH KOREA

Call for Colleagues

Tens of thousands of schoolteachers rally in front of the National Assembly on September 4 to mourn the suicides of fellow teachers, citing the pressures of the country's education system and an inability to discipline students for fear of parental retribution. Government data shows nearly 100 teachers died by suicide between January 2018 and June 2023.

CHRIS JUNG

MUÇUM, BRAZIL

Searching Wreckage

A man searches through remnants of a soaked supermarket on September 7 in one of the hardest hit cities in the state of Rio Grande do Sul. Earlier in the week, more than 60 cities were flooded when an extratropical cyclone hit the southern region of Brazil, flooding several rivers, displacing thousands from their homes and killing almost 40 people, according to local authorities.

MARCELO OLIVEIRA

FLUSHING, QUEENS

Sweet Spot

On September 10th, the men's winner, Novak Djokovic, celebrates his 24th major singles title win—a record in the Open era. Women's U.S. Open champion, Florida's Coco Gauff, reacts to breaking Aryna Sabalenka's serve in the first game of the match's last set in Arthur Ashe Stadium on September 9. The victory makes her the first American teenager to win the U.S. Open since 1999.

NOVAK: CLIVE BRUNSKILL; COCO: J. CONRAD WILLIAMS JR.



EFFICIENT
Boston University's new computing and data science center is a 300-foot-tall, 345,000-square-foot tower, that depends entirely on heat pumps to get through the city's often-brutal winters.

"Cumulatively, these [false or misleading] videos were viewed 26,010,700 times." ▸ P.14





GETTY; TOP RIGHT: MARINA DEMESHKO/GETTY

CLIMATE

Ultra-Sustainable Construction Goes Mainstream

A new green generation of buildings is hitting goals that were inconceivable 10 years ago—sometimes even improving the environment

by **DAVID H. FREEDMAN**

TRONDHEIM, NORWAY, A CITY OF 180,000 JUST 200 miles from the Arctic Circle on the coast of the frigid Norwegian Sea, hardly seems an ideal location for harvesting energy from the sun and surrounding environment. But a new 200,000-square-foot office building there is producing nearly half a million kilowatt-hours of renewable energy per year—twice as much as the building uses. The extra energy is powering other nearby buildings and charging electric cars, buses and boats throughout the city.

Highly sustainable buildings have been popping up around the U.S. and the world over the past decade. But now a confluence of new technologies and improving economics, as well as climate-change-inspired government regulation, are leading to the next wave in big construction: ultra-sustainable buildings. This new generation of green buildings is hitting environmental goals that would have seemed inconceivable just 10 years ago—in some cases not just avoiding all harm to the environment, but actually improving it, leading the communities and cities around these buildings down greener paths.

These futuristic-seeming buildings promise to close a yawning gap in the world's efforts to slow climate change and mitigate its harms. About 40 percent of the world's greenhouse gas emissions come from the heating, cooling and lighting of buildings—not including substantial emissions from the construction of conventional buildings. Sharply curtailing these emissions is an essential part of fighting climate change.

Zero Emissions Energy

To appreciate what goes into making an ultra-sustainable building, consider what it took to build the one in Trondheim. The product of a collaboration between

five Norwegian real-estate-industry organizations, the plans called for zero-emissions energy to heat, cool and otherwise power the structure. To get that energy, the developers built solar panels into the building's 31,000 square feet of exterior skin and pumped in what scant heat could be wrung from the nearby ocean waters. The result was the "Powerhouse Brattørkaia" building, finished in 2019, and now a model of how buildings can push out more clean energy than they consume.

Another ultra-sustainable building that's boosting community energy is the PAE Living Building in Portland, Oregon, designed by ZGF Architects as an office building. It relies on insulation and ventilation to reduce energy consumption by 80 percent compared to typical office buildings and collects and treats rainwater to meet the building's water needs. Because of limited space for solar panels, it couldn't generate all of its energy needs onsite. To make up the difference, it paid a nearby low-income housing project to install solar panels that generate enough electricity to power both the building and the housing project. "It makes sense to look at energy production from a regional point of view, rather than just in each individual building alone," says Kathy Berg, a principal at ZGF, which has been involved in a number of ultra-sustainable projects.

The motivation to use ultra-sustainable ideas in new commercial development—as well as to retrofit existing buildings to make them more sustainable—is economics. The costs of green technologies have been rapidly dropping. Solar energy, in particular, is becoming a better and better deal, falling in price about 10 percent a year, according to the U.S. Department of Energy. "Renewable energy is becoming the smarter choice economically," says David Orr, a professor emeritus at Oberlin College and one of the pioneers of ultra-sustainable building design: "Anyone who buys a building that isn't solar-powered is just wasting their money." Regulators at local, state and federal levels are also demanding greener buildings.

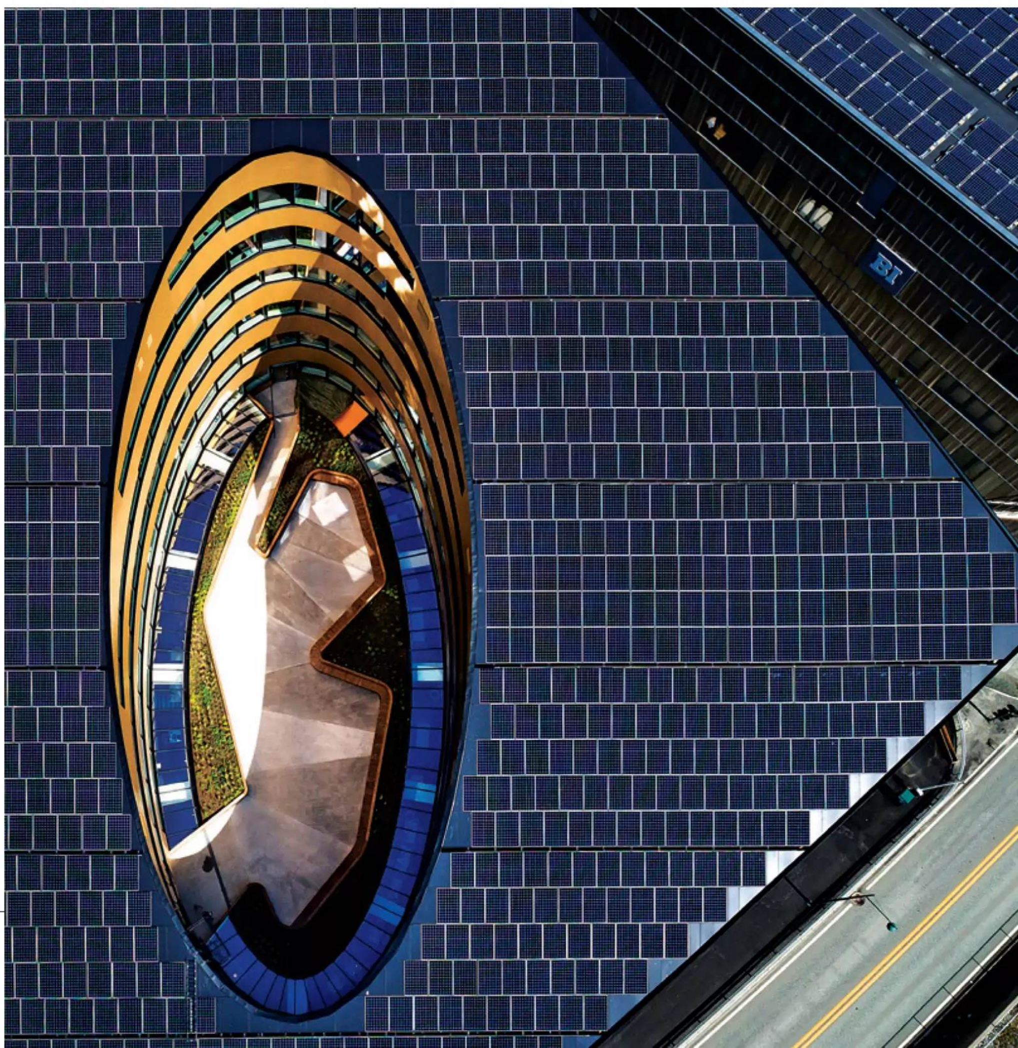
"Anyone who buys a building that isn't solar-powered is just wasting their money."

Net Energy Positive

Making a building "net energy positive"—that is, capable of producing more renewable energy than it uses—is getting easier thanks in part to big improvements in solar panels. Panels today produce about 50 percent more electricity per square foot than they did 10 years ago, and experimental versions are already doubling today's output. Some new rooftop panels further boost output by capturing reflected light from the roof itself, as well as direct sunlight.

Thanks to advances in electronics that make solar-energy-generating components thinner and lighter, as well as materials innovations that can hide the components behind attractive, translucent coatings, these

SNØHETTA





ENERGY PRODUCER Trondheim's Powerhouse Brattørkaia, above. A bird's-eye view of solar panels on the building's roof, opposite.



components can now be built into the panels that make up a building's outer skin, and they can be retrofitted into older buildings. In the German town of Bochum, a 12-unit apartment building that dates back to the 1930s was updated with solar skin panels that now supply the building's 45-kilowatt-hour-per-square-foot electricity consumption—with plenty of energy left over to pump back into the local grid.

Another rapidly improving energy-gathering technology is heat pumps, which enlist a circulating gas that is expanded and compressed in a way that grabs heat from outside air, soil or water—even if it's cold—and releases it indoors. (Reversing the process provides cool air during the summer.) Heat pumps had long been useless in colder regions, but the best ones today rely on new types of gases and more powerful compressors to work in below-zero temperatures. Because they run on electricity from the grid, rather than from burning natural gas, they save on emissions, and they are typically four times more efficient than conventional electric heat. Boston University's new computing and data science center, a 300-foot-tall, 345,000-square-foot tower that opened last year, depends entirely on heat pumps to get through the city's often-brutal winters.

Producing energy is only half the recipe for ultra-sustainability in new buildings or to bring higher levels of sustainability to existing buildings, says ZGF's Berg. "Energy generation is really the second step," she says. "The first step is to reduce the amount of energy the building needs." For starters, that means state-of-the-art insulation to keep heat in or out and efficient LED lighting—steps that are now the rule in new buildings and being retrofitted into many older ones. Further reductions are being made with special design features for managing sunlight and ventilation. For example, these features were instrumental in achieving the low energy needs of the new California Air Resources Board headquarters building designed by ZGF. To maintain comfortable indoor temperatures, motorized shades regulate sunlight entering the building through its giant skylights, and fans move air from cooler to warmer areas. To go even further, notes Berg, some buildings are now being designed to capture prevailing winds as natural ventilation systems.

Building Smarter

Electronic smarts are playing an increasingly large role in ultra-sustainability, too, both in a wide range of new buildings and in updating older buildings. Often at the heart of smart building systems are sensors that track where people are in a building—and where they aren't. "The heating and cooling systems can find out there's nobody on the fourth floor, and dramatically cut back on the heated or cooled air that's being sent there, as well as on the lighting," says Katie McGinty, chief sustainability officer at Johnson Controls, which produces smart building systems. "Cars today are computers on wheels, but until now too little of that digitization has made its way into buildings."

In addition, smart buildings, whether old or new, can monitor minute-to-minute price changes on the electric power grid and adjust heating and cooling timing to take advantage of dips and spikes in the price. As more building occupants plug in electric vehicles, notes McGinty, the buildings can even look for opportunities to sell some of the available battery power in the EVs back to the grid at peak prices, recharging them when prices drop. And if there's solar power onsite, a building can work that into the mix, too, storing some of the solar electricity in batteries when it's sunny, and using it or selling it to the grid when it's cloudy or prices go back up.

Because adding highly efficient solar panels, heat pumps and insulation enables new and retrofitted buildings to generate more green energy than they consume, they're in a position to provide the excess to others. Many already do that by selling the excess to the grid, helping the grid reach its own renewable energy goals. Increasingly, buildings are striking deals that enable more direct green-energy sharing with neighboring buildings and facilities, as the Powerhouse building in Trondheim did.

As prices continue to fall, ultra-sustainability measures are expected to continue to gain ground among developers of all sizes and budgets, making buildings more of a climate asset than a liability. N

▸ **David H. Freedman** *is a freelance science journalist and author. Follow him on X @dhfreedman*



MISINFORMATION MONITOR

‘Feel Free to Fall for It’

Videos on TikTok advancing false and misleading claims about prominent consumer brands garnered 57 million views in a NewsGuard analysis

by **JACK BREWSTER** *and* **MACRINA WANG**

PHOTOGRAPHS OF DEMONIC STATUES perched on store shelves flash through the TikTok video as eerie music plays in the background. “Apparently Hobby Lobby has a crap-ton of Baphomet [satanic] and demon-like statues just on the shelves right now, which is really confusing because Hobby Lobby is a super Christian-based company,” the unnamed narrator says.

The video is the first result that appeared on a list of videos when a NewsGuard analyst searched “Hobby Lobby” on TikTok. Contrary to the narrator’s claims, the arts and crafts retail company does not sell demonic statues, and the photos shown in the video were AI-generated.

Hobby Lobby is among the major brands that have fallen victim to rampant misinformation on TikTok, a NewsGuard analysis found. In a July 7-13, 2023, review, NewsGuard analyzed the TikTok video search results of nine major brands. These brands—Anheuser-Busch, Balenciaga, Barilla, Bud Light, Chick-fil-A, Heineken, Hobby Lobby, Kohl’s and Target—were chosen for review because they have recently become the targets of political criticism or boycotts.

NewsGuard found that videos that shared misinformation about these brands were cumulatively viewed 57 million times. Nearly half of the views were for videos that used AI-generated or otherwise manipulated media to advance misinformation.

In total, NewsGuard analyzed 520 TikTok videos and found that 14 percent, or 73 videos, contained false, misleading or unsubstantiated claims targeting the brands themselves. These video search results were generated by analyzing the top 20 results of 26 keyword searches related to brands based in the U.S. and Europe.

NewsGuard’s analysis was meant to mimic what it would be like for a typical user to search for news and information about brands on TikTok. NewsGuard found misinformation both through neutral, straightforward searches, such as “Target,” and through searches suggested by TikTok related to brands, which were often provocative. For example, when a NewsGuard analyst typed “Target” in the search field, “Target boycott 2023” was suggested as a search term. When a NewsGuard analyst typed “Anheuser-Busch” in the search field, TikTok suggested the search “Anheuser-Busch ceo is a cia operative.”

Research shows that young people are increasingly turning to TikTok—instead of Google—to search for information. In September 2022, a similar analysis by NewsGuard found that for a sampling of TikTok searches on prominent news topics, almost 20 percent of the video results contained misinformation.

TikTok’s guidelines state that the platform prohibits misinformation “that may cause significant harm to individuals or society,” but the guidelines say that the policy “does not extend to commercial and reputational harm.” Asked for comment about NewsGuard’s findings, a TikTok spokesperson said that the guidelines aligned with industry standards concerning misinformation. The spokesperson added that TikTok removed three of the 18 videos NewsGuard shared with TikTok. (In fact, NewsGuard found that only two of the

GETTY



NewsGuard in its analysis.

In May 2023, conservatives called for a boycott of Target over the company's Pride collection, which included LGBTQ+-themed clothes made for children. However, the retailer is not selling tuck-friendly swimwear for children, and it never did so, according to a company spokesperson and a NewsGuard review of the retailer's apparel on its site. Target has carried tuck-friendly swimsuits—which include extra material to hide male private parts—but they were only available in adult sizes and were not marketed to children.

In eight keyword searches related to Bud Light and U.S. brewery Anheuser-Busch, NewsGuard was served 20 videos containing false, misleading and unsubstantiated claims about the beer and the company that owns it. In March 2023, conservatives called for a boycott of Bud Light after the beer was featured in a social media promotion by transgender influencer Dylan Mulvaney.

When NewsGuard searched "Anheuser-Busch" on TikTok, the social media's algorithm suggested the phrase, "Anheuser-Busch ceo is a cia operative," among others, which yielded eight videos claiming that Brendan Whitworth, the chief executive officer of Anheuser-Busch, is a CIA operative. In fact, Whitworth did work for the CIA as an operations officer, but he left the agency in 2006, according to fact-checking site Verify This.

Whitworth was the subject of other conspiracy theories as well. Another TikTok video fed to NewsGuard suggested that Whitworth had made the decision to feature Mulvaney in an ad because he wanted to counter prejudice against transgender people following the March 27, 2023, shooting

videos were removed.) The spokesperson asked NewsGuard to not be named and to paraphrase the company's responses.

NewsGuard sent emails to the companies behind the nine brands mentioned in this report, inquiring about whether they were aware that misinformation was being spread about their brand on TikTok. None of the brands responded.

Turbocharging Animosity

NewsGuard found that public debate on TikTok surrounding the actions of major companies quickly turns toxic and propagates misinformation about the brands.

For example, the second result that appeared when searching "Target Boycott 2023"—which was suggested to NewsGuard as a keyword search when typing "Target"—featured a woman claiming that Target is offering "tuck-friendly" bathing suits for LGBTQ+ children. "They're giving it to your kids," the woman said, holding up what she said was a tuck-friendly bathing suit. "If that doesn't give you a reason to boycott Target, I don't know what does." The video, which was viewed 225,900 times as of July 19, 2023, was one of three videos advancing the same claim fed to

Public debate on TikTok surrounding the actions of major companies quickly turns toxic and propagates misinformation about the brands.

at a Nashville elementary school that killed six people. The suspect, whom police fatally shot, was Aiden Hale, a transgender man. "So now meet Brendan Whitworth, Anheuser Busch...12 [million] annual salary, former CIA member who puts a transgender person on America's Beer right after a Transgender killed kids at Christian school in Nashvilke [sic]...R U AWAKE YET?" the video's caption read. As of July 19, 2023, the video had garnered 61,600 views.

In fact, Bud Light made the decision to partner with Mulvaney before the Nashville tragedy. The first Bud Light sponsored post was featured on Mulvaney's Instagram in February.

'Feel Free to Fall for It'

Seven of the 73 false or misleading videos identified by NewsGuard included digitally manipulated images and clips—three of which used images seemingly generated by artificial intelligence—to cast the brands in a negative light. Cumulatively, these videos were viewed 26,010,700 times as of July 19, 2023 (one video appeared twice). In some cases, the videos inspired dozens of users to leave comments calling for boycotts of the companies mentioned.

In addition to the Hobby Lobby video mentioned above, two TikTok videos featuring AI-generated images claimed that Target is selling satanic clothing. "Check out these pictures that I'm about to show you of what Target has in store for our children and every one of you," said self-described Christian TikTok influencer "King Joshua" in a June 12, 2023, video, before he displayed a series of images depicting a store emblazoned with satanic imagery and a man wearing satanic-themed clothes.

The video, which was the ninth result for the search term "Target," attracted more than 1 million views, with many commenters stating that they will no longer shop at the retailer. "Permanent boycott this time," wrote one user. "Who's in? Don't mess with our children."

In fact, Target is not selling the satanic clothes that "King Joshua" showed. The AI-generated photos appear to have originated from a Facebook user named "The Pumpkin Empress," who posted the videos on her page in May 2023 under the caption "AI pics: by yours truly, feel free to fall for it."

Another digitally manipulated video served to NewsGuard claimed that Bud Light was "firing back" at the criticism it received over the Mulvaney partnership by purchasing an ad on a billboard that said "lol CRYBABIES." The user who posted the video—who goes by "Jess in Miami" on TikTok—suggested that the billboard proved that Bud Light orchestrated the controversy for publicity. As of July 19, 2023, the clip had attracted 1.4 million views. (After NewsGuard reached out to TikTok for comment, the video was removed.)

In fact, Bud Light did not call its critics "crybabies" and the billboard, which is located in Toronto, actually displays an ad for a different company—streaming service Disney+. "Our billboard was altered in the images that have been circulating on social media," Toby Sturek, an executive at Branded Cities, the advertising company that owns the billboard, told The Associated Press in April 2023.

TikTok's policy states that



TARGET After partnering with a transgender influencer, Anheuser-Busch has been the target of both conservative rage and baseless conspiracy theories.

"Synthetic or manipulated media that shows realistic scenes must be clearly disclosed. This can be done through the use of a sticker or caption, such as 'synthetic', 'fake', 'not real' or 'altered.'" However, none of the manipulated videos NewsGuard identified on TikTok contained captions or stickers clearly indicating that they were edited. One video, the Hobby Lobby clip mentioned at the beginning of this report, included a watermark of a Reddit group that shared AI-generated images called "Midjourney." (Midjourney is also the name of an AI image-generating program.) The TikTok spokesperson told NewsGuard that the watermark meets the platform's standard for disclosing that a video is AI generated.

NATALIE BEHRING/GETTY



'Balenciaga Satanism'

As mentioned above, NewsGuard found that TikTok's search engine, which suggests keywords to users as they type, nudges them toward brand-related conspiracy theories and misinformation.

When a NewsGuard analyst typed "Anheuser-Busch" in the search field, TikTok suggested the search "Anheuser-Busch ceo is a cia operative"

For example, when a NewsGuard analyst typed "Heineken" into the TikTok search field on July 13, 2023, the phrases "Heineken conspiracy," "Heineken androchrome," [sic] and "Heineken bill gates" showed up as suggested searches.

These keywords returned 10 videos advancing baseless conspiracy theories about Bill Gates and the Dutch beer maker that he purchased a $902 million stake in, including one claiming that the tech billionaire is using Heineken to "inject stuff" into food, water and animals, and another suggesting that Gates' financial stake in Heineken is part of a plan to decrease the world's population. The suggested search phrase "Heineken androchrome" [sic] returned two videos promoting a QAnon conspiracy theory claiming that Gates is transporting adrenochrome, a compound made naturally in humans' adrenal glands, in Heineken barrels. After NewsGuard reached out for comment, TikTok removed one of the two videos promoting the adrenochrome conspiracy theory.

QAnon supporters claim that elites harvest adrenochrome from abused children and use it to stay healthy and young. There is no evidence that the compound has any rejuvenating effects or psychedelic properties, according to a report from the McGill Office for Science & Society, or that Heineken is transporting it.

Similarly, when a NewsGuard analyst based in Italy typed "Barilla" into TikTok on July 11, 2023, the first suggested search phrase was "barilla insetti," Italian for "Barilla insects." Clicking on the phrase yielded four videos advancing the baseless claim that Barilla pasta is made with insects. " Now it is official that Barilla pasta is made with insect flour" stated one video in Italian ("Però adesso è ufficiale che la pasta Barilla viene fatta anche inserendo farina di insetti") that garnered 353,000 views.

This narrative apparently first began circulating in October 2022, after the company-affiliated Barilla Foundation, which promotes research on sustainability, tweeted a video in which an Italian comedian talked about the nutritional value of insect-based food. Following the social media backlash, on November 2, the foundation stated in a press release, "The Barilla Group has never announced the launch of products made with insect flour and has no interest in expanding its business in this direction." NewsGuard reviewed the list of ingredients of Barilla products and confirmed that the company does not use insect flour in its pasta. N

▸ **Jack Brewster** *is enterprise editor and* **Macrina Wang** *is a senior analyst at NewsGuard. Additional reporting by contributing analyst* **Natalie Adams**, *analyst* **Sara Badilini**, *senior analysts* **Natalie Huet** *and* **Giulia Pozzi**, *contributing analyst* **Marie Richter**, *intern* **Sofia Rubinson** *and managing editor and vice president of partnerships, Germany & Austria Roberta Schmid.*

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SOLSTOCK/GETTY

NEW SCIENCE shows that our seemingly aloof feline friends really do care about us. They just have **THEIR OWN WAY** of showing it. (And they need their space)

by

ADAM PIORE



CLOCKWISE FROM TOP LEFT: RF PICTURES/GETTY; KISZON PASCAL/GETTY; PONGRACZPORTRE3

AS THE PROUD OWNER OF FOUR housecats—Cookie, Sushi, Crumbles and Stinky—Péter Pongrácz can think of a million worthy research questions that might shed light on the mysterious inner lives of the world's second most popular species of domesticated pet. How do they feel toward humans? And what do they think of us?

It's not always easy to find graduate students with enough patience and determination to answer them. Particularly when dogs, which will do virtually anything for a little human validation or a big juicy bone, are available as alternative research subjects.

The scope of that challenge was driven home to the jovial Hungarian ethologist when he and his colleagues brought a cat into their laboratory at Eötvös Loránd University in Budapest in 2005. Within minutes of arriving, the cat disappeared into a floor-level air conditioning duct and wouldn't come out. The team spent the afternoon disassembling a laboratory wall as the animal's distraught owner's increasingly desperate calls went unheeded. It took more than a decade for Pongrácz to find a graduate student willing to try again.

"I am really interested in cats and whenever there is a possibility to do cat research, I am on it," Pongrácz says. "I always have good ideas, of course, but I am always waiting for students who would like to work with cats."

A few years ago, Pongrácz took his first tentative steps back into the field known as "cat cognition." To avoid the problem of test subjects disappearing into the laboratory air ducts, they decided to go where the cats lived. They asked owners of cats a bunch of questions—do their pets imitate the vocalizations of other cats? Do they consider their cats to be empathetic and communicative? How much did they believe their cats understood? With

> "Cats are control freaks. They want to **CALL THE SHOTS.** They want to feel like they have the ability to walk away **OR ESCAPE** when they want to."



the survey results in hand, only then did Pongrácz dispatch graduate students to visit the cats and observe their actual behavior in their own homes.

The research, published in 2018, revealed new insights into the ability of cats to get along with their human benefactors. It turns out that cats are surprisingly adept at following a person's gaze and making inferences about their intentions. And the difference in lifestyles of indoor and outdoor cats has a big effect on their cognitive habits: indoor cats are far more interested in playing with balls and artificial objects than outdoor cats, which are more discerning.

The work is one example of a spate of research to emerge over the last five years in the field of cat cognition, a long-neglected field of animal study that, despite the obstacles posed by the often imperious and mercurial behavior of the animals it aims to study, is now taking off.

It's been a long time coming. For decades, cats took a back seat to those other animal stars of human households: dogs. The recent renaissance in cat research was inspired, in part, by early experiments on dogs in the 1990s and early aughts by Pongrácz and his colleagues at Eötvös Loránd University. Since then, labs have sprung up across the globe devoted to plumbing the minds of dogs—measuring their capacity to read and assess human emotions and signals, understand abstract ideas and social dynamics and answer other questions central to the human-canine relationships, such as whether they truly love us.

For most of that time, cat owners were out of luck. But in recent years, a promising new generation of cat lovers—many motivated by a fierce loyalty to their chosen species of pet, and the belief they have been continually and unfairly maligned—have begun borrowing experimental paradigms and drawing from lessons learned in the dog field. In the process, they are beginning to answer the kinds of questions that have long nagged at cat owners—overturning some long-held misconceptions in the process.

ARE YOU LOOKING AT ME? Cats are surprisingly adept at following a person's gaze and making inferences about their intentions. according to the research of Péter Pongrácz (below). The findings help explain why cats are so good at getting along with their human benefactors.



Far from being solitary misanthropes, many cats, we now know, are capable of complex social groupings and developing deeply meaningful attachments to their human protectors. They are also far more intelligent that many assume. Many can recognize their own names and the voices—and faces—of their owners. They are capable of understanding complex human signaling. They can learn rules and schedules, understand rudimentary human cues and draw conclusions based on limited information. Most of all, the evidence is growing that the cat-human bond is both reciprocal, real and enduring.

Cats, this evidence suggests, don't just like us. They really do love us. They're just more subtle than dogs in the way they express themselves.

Long Time Coming

IT'S NO MYSTERY WHY WE LOVE OUR DOGS. THEY overwhelm us with affection—telegraphing their delight at our very existence by leaping into our arms, licking our faces, wagging their tails and,





VGAJIC/GETTY

ALL IN THE FAMILY
Like dogs, cats have been remarkably successful at penetrating the inner sanctum of human domestic life. Today there are roughly 220 million pet cats worldwide, 59 million in the U.S.

when ignored, scrunching their eyebrows and whining like babies.

The feline-human relationship has always been more nuanced. Sure, some might tolerate a scratch behind the ears or a few minutes of heavy petting. But often cats can seem imperious and indifferent to our affections—as if they own us and we should feel grateful when they bless us with their attention. Plus, they pee on the couch when we go out of town and have been known to go to diabolical lengths to wake us up when hungry. Ever seen that YouTube video of a cat knocking a glass of water onto his sleeping owner?

Yet cats, like dogs, have been remarkably successful at penetrating the inner sanctum of human domestic life, and insinuating themselves into our families—an ability more than worthy of extensive scientific exploration. Americans spent $136.8 billion on their pets in 2022, and a large portion of that was spent on cats. Today there are roughly 220 million pet cats worldwide. of whom about 58.8 million reside in the United States. (There are roughly 471 million dogs.)

Evidence of their charisma is as old as recorded human history. About 20 years ago, archeologists uncovered a 9,500-year-old burial site on the island of Cyprus that contained the remains of a human adult buried with an 8-month-old cat, likely brought to the island by boat (cats aren't native to the island). Ancient Egyptians worshiped goddesses with both human and feline features. Scores of mummified cats and small cat sculptures have been found in the sanctuary dedicated to the feline goddess Bastet, daughter of the Sun God, in the Delta city of Bubastis. Ancient columns were decorated with cats. The Egyptians considered cats to be magical beings.

The history of cat and human coexistence dates back at least 12,000 years, says Leslie A. Lyons, a geneticist at University of Missouri's College of Veterinary Medicine, whose genetic analysis was published in the science journal *Nature* in November 2022. When the glaciers receded more than 10,000 years ago, humans began to grow crops in the fertile crescent between the Tigris and Euphrates Rivers and lead more sedentary lifestyles. Stores of grain and garbage attracted mice, and the mice attracted cats, which ingratiated themselves by keeping the food stores clean and disease-carrying rodents at bay.

This process helps explain why cats have developed a different kind of relationship with their human owners than dogs. Early pet dogs had to beg for food

scraps, for which an ability to tug at human heartstrings became an evolutionary advantage. Hunter-gatherers began selecting them to perform other tasks, further molding their genes over millennia.

Early cats, by contrast, thrived by staying out of the way so that humans would tolerate their presence, and then hunting their own food on the periphery. To do so, they likely had to overcome evolutionary baggage that dogs didn't have. Far smaller and often more solitary, cats are far further down the food chain than dogs, and thus vulnerable to cougars, wolves, coyotes, eagles, owls, raccoons, dogs, otters and other predators. As a result, cats evolved to be far more than skittish than dogs. They're more curious, cautious and prone to flee and hide in the face of ambiguous circumstances. Which helps explain why that pet cat hightailed it into the air conditioning vents at Pongrácz's lab and refused to come out. This innate skittishness could be overcome through selective human breeding. But while humans have been breeding dogs for desired traits since the Stone Age, such efforts are far more recent for cats. And even today many consider them only "semi-domesticated."

That explains how cats have been able to stay out of trouble in the human home. But what is it that has made them such successful pets?

Baby Talk

JONATHAN LOSOS, AN EVOLUTIONARY BIOLOGIST AT Washington University, in St. Louis, and the author of *The Cat's Meow: How Cats Evolved from the Savanna to Your Sofa*, attributes part of their success to their ability, like dogs, to hack our innate parental instincts.

He points to a 2009 study by British researchers who recorded the purrs of 10 different cats in different contexts, and then played them for 50 people. They were able to distinguish purrs designed to solicit food from purrs in other contexts. The solicitation of purrs peaked in the 220-to-520 hertz frequency ranges—similar to the range of a baby's cries.

"Humans are innately tuned to respond to babies, so the baby crying catches our attention that is encoded in our genes for obvious reasons," says Losos. Other research has shown that cats meow differently than their wild ancestors.

Pongrácz finds the suggestion plausible (though he thinks more research is needed). Cats have a flat face, with a short nose, and big, forward-facing eyes, which gives them a baby-like appearance. (Most livestock, by contrast, have eyes on the sides of their faces.) The average weight of an adult house cat is 8.8 lbs to 11 lbs. The average weight of a newborn baby is 7.5 lbs.

Cat lovers, of course, argue that there's more to it than that. Cats are far better at earning our affection than we give them credit for, argues Kristyn Vitale, an assistant professor in animal health and behavior at Unity College in Maine. Long perplexed by the haters who claimed her feline friends were inherently antisocial, untrainable, stubborn and mean, Vitale has spent the last decade trying to correct the misperception that cats are antisocial and inferior to dogs.

"That was never my experience with my own cats," she says.

As a 7-year-old second grader in Kent, Ohio, Vitale notes, she ate her French toast most mornings sitting on the kitchen floor next to an orange shorthair named Goldberry, who followed her wherever she went. Her black-and-gray tabby, Macy, consistently sought her out, rubbed against her and often demanded to be petted.



CALMING INFLUENCES Cats that have formed an attachment with a human owner, just like human infants, are able to reduce anxiety and stress simply by gazing at their primary caregiver.

FROM TOP: RICHARD NEWSTEAD/GETTY; ANDREAS VON EINSIEDEL/GETTY; CAVAN IMAGES/VIDEOGRAPH/GETTY

In 2014, Vitale did graduate studies in the Oregon State laboratory of Monique A.R. Udell, a prominent canine cognition researcher. She set out to disprove the notion that cats were less social than dogs using a simple approach: she measured how much time cats spend in close proximity to their owners.

"We found similar results as to what has been seen in dogs where there's just a lot of individual variation," she says. "But, in general, we do see they have the capacity to be highly social."

In a separate 2019 study, she showed that cats—just like dogs—have the capacity to form the same kind of attachment bond with human owners as seen between a human parent and child. To measure it, Vitale and her collaborators used a test known as "the secure base test." It involved placing a cat in a new room with the owner, asking the owner to leave for two minutes, and then observing the cat behavior upon their return. Just like dogs and babies, almost 66 percent of the cats demonstrated a "secure" attachment, initially exploring the room, while casting intermittent glances back at the owner for reassurance. And, upon the owner's departure, the cats exhibited distress, which quickly dissipated upon the owner's return.

> "A very basic feature of both cats and dogs is that, without any **FORMAL TRAINING,** they are very quickly able to **LEARN THE MAIN RULES** of that particular human family or group where they are living."





In other words, cats that have formed an attachment with a human owner, just like human infants, are able to reduce anxiety and stress simply by gazing at their primary caregiver.

Attachments form during a crucial but limited developmental window. Cats that are deprived of human contact during this key period of brain development are far more resistant to human interaction. Indeed, this period is so essential to the cat-human bond that it is one of the few areas where domestication has led to lasting genetic changes, says Pongrácz. In wild species of cats, this critical developmental window lasts for about two weeks. In domesticated cats, it stays open for about two months.

What Cats Understand

THE GOAL DRIVING PONGRÁCZ AND HIS COLLEAGUES at Eötvös Loránd University during the disastrous air vent experiment in 2005 was to answer a question that most cat owners ask on a daily basis: How much do their pets understand, exactly?

To find out, the researchers drew on a well-known test from the field of human and primate developmental psychology. The test requires experimenters

to hide food in one of several containers, then bring the animal into the room and guess which container has the food. To help them, researchers offer various cues, alternatively staring at, nodding toward or pointing to the correct container. The ability to complete what might appear a deceptively simple task implies something profound.

Responding correctly to the cue requires an animal to make a complex set of mental calculations—and suggests the animal understands that the person pointing is trying to help them. Human infants don't develop the capacity to follow the cue until at least 4 months, and possibly 9, and doing so is a major milestone in human communicative development. Apes and chimpanzees almost never develop this capacity without extensive training.

Finding out the answers was difficult: Even in the comfort of their own homes, when Pongrácz dispatched research teams to the homes of scores of cat owners, they faced constant frustration. In the presence of strangers, some cats froze under chairs, refused to cooperate or simply lost interest after several trials—which helped explain the long hiatus that followed.

Even so, the results of the experiment implied something profound: The cats were able to respond just as effectively to pointing cues to find the hidden food as some infants, and the only other pet that has been as successful at surviving in the human home: dogs.

> "Dogs are more social and cats have more **INDEPENDENCE** and autonomy. But both species really mastered the **ABILITY TO LIVE** with humans."

In 2018, Pongrácz and his colleagues finally conducted their follow-up to this experiment—and showed that 70 percent of cats were also able to follow the human gaze to find the hidden food. (Doing so required a visit to the homes of 85 cats, 44 of whom dropped out after initially refusing to cooperate or growing bored during the experiment's 24 trials.)

"Dogs are more social and the cats have more independence and autonomy," Pongrácz says. "But against all these odds, both species really mastered the ability to live with humans."

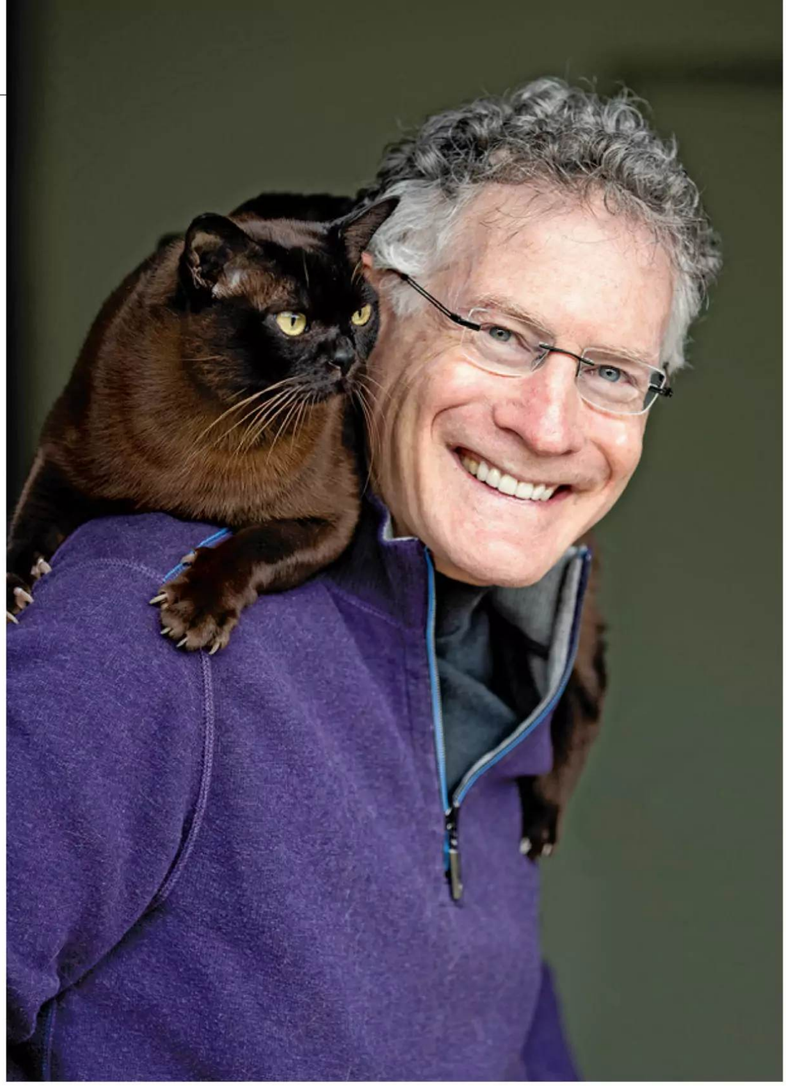




FROM LEFT: YUL38885 YUL38885/GETTY; PAWEL LIBERA/GETTY; JONATHAN LOSOS

“A very basic feature of both cats and dogs is that, without any formal training, they are very quickly able to learn the main rules of that particular human family or group where they are living,” he says. “When we live together, we are constantly communicating verbally and with gestures. And these animals are very attentive to us.”

In recent years, the evidence that cats are socially intelligent has continued to accumulate. In a 2021 experiment, Saho Takagi, now at Kyoto University, played recordings of the owner’s voice and that of a stranger, then presented the cat a photograph on a screen. When presented with incongruent pairings—such as the owner’s voice followed by a photograph of the stranger, or the stranger’s voice followed by a photograph of the owner—the cats looked at the screen longer, implying they carry a visual representation of their owner around in their heads. She also played the voices of their owners from speakers located at different areas of the room—showing they were surprised by looking around or twitching the ears when the voices moved more quickly than expected. This suggests they were listening carefully and were able to “mentally map” the owner location. (These cats were also capable of jealousy, “reacting more intensely toward the soft-toy cat previously petted by their owner.”)



TALK BABY TO ME
Cats meow differently than their wild ancestors, researchers have found. “Humans are innately tuned to respond to babies, so the baby crying catches our attention that is encoded in our genes for obvious reasons,” says Jonathan Losos (above).

Misunderstandings

REJECTION CAN BE HARD TO TAKE, WHICH MAY EXplain why cats can be so controversial. Often, they respond to our friendly overtures with apathy, fear or outright aggression. Indeed, many humans have been rejected by cats so many times that they have simply given up and concluded that cats don’t like them or aren’t worth the trouble. Why bother with these mercurial little fur balls, when dogs are standing by desperate for our attention?

Part of the reason cats get a bad rap, Vitale and other cat defenders argue, might be simple miscommunication, which can have many different causes. For one, cats don’t have the facial muscles to look cute like dogs do and signal their enthusiasm for our attentions. Through thousands of years of domestication and breeding, dogs have evolved to have two to three times as many fast twitch facial muscles as wolves to allow for more greater expression, including a special muscle above their eyes that allows them to form the “puppy dog” eyes that often elicit from humans the same high-pitched voices and facial expressions they usually reserve for babies. Cats, by contrast, can’t raise their eyebrows or make sad faces. Their lack of expression can lead to confusing signals, as a 2019 study found.

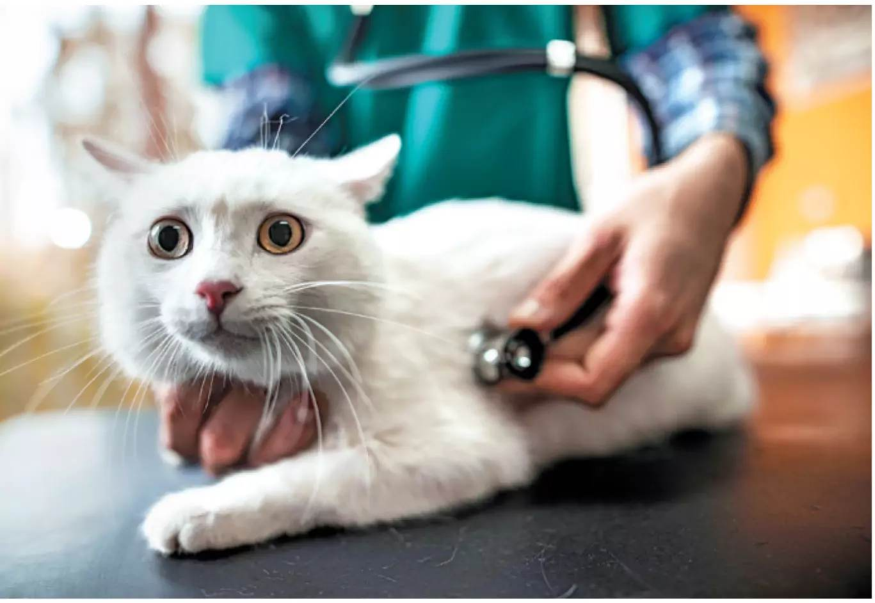
Canadian researchers at the University of Guelph asked 6,000 participants from 85 different countries to watch clips of cats and rate the reaction on cat faces as negative or positive. Just 13 percent of participants scored 75 percent or higher. The most successful were veterinarians and other animal experts who are around cats a lot—Vitale, who was not involved in the study, took the test and got a perfect score.

Cat signals are subtle for a reason. Most cats in nature are solitary animals, notes, says Jennifer Vonk of Oakland University in Michigan, who studies how animals think and learn. (Lions, which live in prides, are an exception.) Over the millennia, they were under less evolutionary pressure to develop the capacity for overt signaling—unlike dogs, who are often warning their fellow packmates of danger or telling them about a newly discovered source of food.

But cats do send signals: You just must know what to look for. Scientists have learned much about cat signals from studies of the social interaction of feral cats, says Mikel Delgado, a Ph.D. animal behavioralist and the co-author of *Think like a Cat.* They'll use a slow blink as a reciprocal sign of relaxation and friendliness. Cats that are friendly toward one another also often lick and groom one another and rub their cheeks and foreheads on them. When a pet cat rubs its forehead on a person's arm, it generally means acceptance into the cat's social circle.

When cats place their tail up while approaching another cat, he says, it generally means, "I come in peace." Cats often interpret direct eye contact and staring as a threat, to which they respond by hissing, growling and making their body smaller by tucking their ears back and tails in.

FINICKY ON FOOD
When it comes to food, cats appreciate a good meal, but just because you feed them doesn't mean they want you as a friend. They also tend to be occasional grazers—preferring to eat their food gradually, store it and come back to it later.





Although cats often seem disengaged and aloof, scientists have found that they actually pay close attention to their owners. In 2019, Atsuko Saito, a biologist at Sophia University in Tokyo, played 78 cats recordings of their owners' voices reciting a variety of nouns, other cat names and finally the name of the cat itself. She then repeated this procedure with recordings from a stranger. Sure enough, when they first heard their owner's voice, many of the cats moved their heads and twitched their ears or tails. Of the cats that reacted, most lost interest when the words were repeated. But their ears pricked up again upon mention of their names, which suggests that cats can recognize their owners' voices and some familiar words, even though they don't understand the meaning.

Cats also pay attention to the intonation of human speech. When Charlotte de Mouzon and her colleagues at Paris Nanterre University recorded humans talking to their cats, she noticed that many talked to their cats as if they were babies. So she asked owners to speak in both the high-pitched baby voice and normally, and then recorded strangers doing the same. The reactions of the cats were so

"Research has shown that
and lasts longer

subtle, she did not notice them until she studied the videotape. When the cats heard their owners speak in a high-pitched voice, they responded more, by moving their ears and tails, looking around or freezing. The voice of the strangers had no such effect.

Meeting Cats Halfway

THERE'S NO DENYING THAT MANY CATS CAN BE FUSSY. But as in any significant relationship, we could solve many problems by putting ourselves in the shoes of our feline friends. As the new science suggests, cats care about us. They just have their own unique way of showing it.

Sometimes they just need a little space. For instance, compared to dogs, cats generally prefer "low intensity" but more frequent social interactions, as

CLOCKWISE FROM BOTTOM LEFT: OS TARTAROUCHOS/GETTY; BRAUNS/GETTY; SUDO TAKESHI/GETTY



an **INTERACTION** between a cat and a human is more positive when you let the **CAT APPROACH YOU** instead of approaching the cat.”

opposed to marathon cuddling sessions, says Delgado. Many humans also insist on petting in them in areas below the neck that they find uncomfortable.

“Research has shown that an interaction between a cat and a human is more positive and lasts longer when you let the cat approach you instead of approaching the cat. Most people go into an interaction with a cat thinking, ‘I love cats, therefore I’m going to pick up the cat.’ Cats are control freaks. They want to call the shots. They want to feel like they have the ability to walk away or escape when they want to.”

Cats, it turns out, also have different motivations than dogs when it comes to food. Sure, they appreciate a good meal, but just because you feed them doesn’t mean they want you as a friend. Cats tend to be occasional grazers—preferring to eat their food gradually, store it and come back to it later, just like they would a piece of prey captured in the field. Since they are not “food motivated,” they generally can’t be trained, like dogs, with treats.

That doesn’t mean cats are a lost cause, says Vitale. Under the right conditions, they are just as trainable as dogs. “This whole idea that cats are untrainable is just a myth,” she says.

To prove it, Vitale placed 55 cats, (23 pets and 22 from shelters) in solitary confinement for two and a half hours, and then offered them a choice between food, a toy, a preferred scent such as a gerbil or catnip and human interaction such as petting, playing or baby talk. Placed in the middle of a cross, with each option the same distance away, available for the choosing, 38 of the cats made a choice. Nineteen, about 50 percent, opted for the human interaction most of the time. Fourteen, or roughly 37 percent, chose the food, four chose the toys and one picked the scent.

Once she figured out each cat’s preferred reward, she was able to train them to sit, jump through hoops, fetch a ball—pretty much anything a dog can do. She published the study in 2017 in the journal, *Behavioural Processes*.

In 2020, Fumi Higaki, a dog trainer and pet store owner in Ichinomiya, Japan, made worldwide headlines by showing an 11-year-old female cat named Ebisu (after the Japanese god of prosperity) that could open a plastic drawer, bite a rubber string and touch a box with her paw on command.

Such findings are exhilarating for cat-loving scientists like Pongrácz. In the years ahead, he is looking forward to studies comparing domesticated cats to the behavior of their closest nondomesticated relatives, as well as new experiments that might help explain why certain cats get along with one another in group living situations and others fail to fit in. But those are just a couple of the questions he’s interested in.

Thankfully, in the years ahead, there’s reason to believe there will be plenty of feline-friendly graduate students willing to help him answer them. N

INFORMATION IS A POWERFUL TOOL when you or someone you love is facing an important health care decision, especially one that requires selecting a hospital or care team. That's why *Newsweek* has once again partnered with global research firm Statista to rank the world's best specialized hospitals. This year, we expanded our rankings to cover the best facilities in 12 specialties, with the addition of obstetrics & gynecology.

The full ranking online features the top 300 hospitals for cardiology and oncology; the top 250 for pediatrics; the top 150 for cardiac surgery, endocrinology and gastroenterology; the top 125 for neurology, neurosurgery, orthopedics, pulmonology and urology; and the top 100 for obstetrics & gynecology (see Newsweek.com/wbsp-2024; a smaller number appears in print due to space constraints). We hope this ranking is helpful when deciding on the right hospital for yourself or a loved one. ▸ **Nancy Cooper**, *Global Editor in Chief*

THE WORLD'S

BEST SPECIALIZED HOSPITALS

2024



THOMAS TOLSTRUP/GETTY



WORLD'S BEST SPECIALIZED HOSPITALS 2024

Newsweek

POWERED BY statista

METHODOLOGY

The World's Best Specialized Hospitals 2024 ranking awards the leading hospitals worldwide in 12 medical fields: cardiac surgery, cardiology, endocrinology, gastroenterology, neurology, neurosurgery, orthopedics, oncology, pediatrics, pulmonology, urology and (for the first time) obstetrics & gynecology.

The lists are based on a global survey, to which tens of thousands of medical professionals (doctors, health care professionals and hospital managers) were invited.

The ranking features the top 300 hospitals for cardiology and oncology; the top 250 for pediatrics; the top 150 for cardiac surgery, endocrinology and gastroenterology; the top 125 for neurology, neurosurgery, orthopedics, pulmonology and urology; and the top 100 for obstetrics & gynecology. For the full list, see Newsweek.com/wbsp-2024. The list is based on three data sources:

1 _ WORLDWIDE ONLINE SURVEY: During the survey period from June to July 2023, tens of thousands of experts were invited to an online survey in cooperation with *Newsweek*. Participants were asked to recommend hospitals based on their expertise in one primary medical field (for example, cardiology for cardiologists) and were able to choose an optional secondary area of expertise in which they are also knowledgeable (for example, due to frequent cooperation with other medical fields).

2 _ ACCREDITATION DATA: Several accreditations/certifications have been added to the scoring model (where available). These reflect a range of structural and/or quality requirements that are now relevant for the specialized rankings.

3 _ PROMS IMPLEMENTATION SURVEY: *Newsweek* and Statista conducted a voluntary PROMs Implementation Survey to account for the increasing importance of Patient Reported Outcome Measures (PROMs). Hospitals that participated in the survey received a PROMs implementation score.

Participants had the opportunity to name a standout specialty for the list of Pediatrics. The categories were: Cardiac Surgery, Cardiology, Endocrinology, Gastroenterology, Neurology, Neonatology, Oncology, Orthopedics and Urology.

Hospitals that specialize in more than one medical field received specific recommendation scores for each field based on the respective recommendations. Therefore, one hospital can be represented in more than one list.

Scoring Model

- **RECOMMENDATIONS FROM PEERS** (primary weighted 70 percent, secondary weighted 30 percent. Total weight: 92.5 percent)
- **ACCREDITATIONS/ CERTIFICATIONS** (5 percent)
- **PROMS IMPLEMENTATION SURVEY** (2.5 percent)

Primary recommendations from experts in each medical field account for 70 percent of each hospital's preliminary reputation score. Secondary recommendations from medical professionals with knowledge in more than one medical field received a weight of 30 percent toward the preliminary reputation score.

From June to July 2023 Statista invited tens of thousands of medical professionals (mostly doctors, but also hospital managers and other health care professionals) in over 30 countries to an online survey. The survey was also promoted on newsweek.com. Participants were invited via email.

Participants were asked to recommend hospitals in their own field of expertise and were able to recommend hospitals of a secondary field. Recommendations for their own employer/hospital were not allowed. A score was assigned to each facility based on the number of weighted recommendations. The professional experience of the participants was considered. Accreditations were used as an additional element of the scoring model (where available). The following accreditations/certifications reflect a range of structural and/or quality requirements that are now relevant for the specialized rankings:

- **CARF International** (Commission on Accreditation of Rehabilitation Facilities)
- **IAC** (Intersocietal Accreditation Commission)
- **JCI** (Joint Commission International)
- **FACT** (Foundation for the Accreditation of Cellular Therapy)

In addition to general hospital certifications, any available accreditations/certifications relevant to specific medical fields (for example, pediatric specialty program for pediatrics, brain injury specialty program for neurology) were used.

Patient Reported Outcome Measures (PROMs) are defined as standardized, validated questionnaires completed by patients to measure their perception of their functional well-being and quality of life. In 2023, *Newsweek* and Statista conducted a voluntary PROMs Implementation Survey to determine the status quo of implementation of generic and condition specific PROMs in hospital settings, audits and reporting of the data, and to determine whether the PROMs data is used to optimize the care process and to support therapeutic decisions in real time. A PROMs implementation score was included in the scoring model.

In cooperation with a panel of experts, a grading system for the different questions was built to determine a PROMs Score. Only hospitals that achieved a minimum of 50 percent were eligible to be graded on the PROMs score curve.



■ = *PROMs (Patient Reported Outcome Measurements)*

A global board of renowned experts provided guidance and feedback in the design of the PROMs Implementation survey:

Prof. Dr. David Bates, Professor of Medicine, Harvard Medical School
Dr. Gary Kaplan, Senior Advisor and Senior Vice President, CommonSpirit Health
Prof. Dr. med. Christoph Meier, Director, Department of Internal Medicine, University Hospital Zürich, Switzerland
Prof. Dr. Eyal Zimlichman, Chief Medical Officer, Sheba Medical Center, Israel
Prof. Dr. Gregory Katz, Chair of Innovation Management & Value in Health, University of Paris Medical School, France
Dr. med. Jens Deerberg Wittram, CEO, RoMed Kliniken, Germany

Future cycles will be announced on newsweek.com and via e-mail to preregistered participants. Preregistration is available here.

The rankings are composed exclusively of hospitals that are eligible regarding the scope described here. A mention in the ranking is a positive recognition based on peer recommendations and publicly available data sources at the time. The ranking is the result of an elaborate process that, due to the interval of data collection and analysis, is a reflection of the last calendar year. Furthermore, events preceding or following the period August 2, 2022 to August 1, 2023, and/or pertaining to individual persons affiliated/associated with the facilities were not included in the metrics. As such, the results of this ranking should not be used as the sole source of information for future deliberations. Information provided in this ranking should be considered in conjunction with other available information about hospitals or, if possible, accompanied by a visit to a facility. Please note that data are subject to change and may be affected by continuing differences among states in abortion laws. The quality of hospitals that are not included in the rankings is not disputed.

GETTY



CARDIAC SURGERY

1 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

2 **Cleveland Clinic / Sydell and Arnold Miller Family Heart, Vascular & Thoracic Institute**
CLEVELAND, UNITED STATES ■

3 **Massachusetts General Hospital / Corrigan Minehan Heart Center**
BOSTON, UNITED STATES

4 **The Johns Hopkins Hospital**
BALTIMORE, UNITED STATES

5 **New York-Presbyterian Hospital - Columbia and Cornell**
NEW YORK CITY, UNITED STATES

6 **Deutsches Herzzentrum der Charité**
BERLIN, GERMANY

7 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

8 **Herzzentrum Leipzig**
LEIPZIG, GERMANY

9 **Brigham and Women's Hospital**
BOSTON, UNITED STATES

10 **AP-HP - Hôpital Universitaire Pitié Salpêtrière**
PARIS, FRANCE

11 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

12 **The University of Tokyo Hospital**
TOKYO, JAPAN

13 **Duke University Hospital**
DURHAM, NC, UNITED STATES

14 **Cedars-Sinai Medical Center / Smidt Heart Institute at Cedars-Sinai**
LOS ANGELES, UNITED STATES

15 **Herz- und Diabeteszentrum NRW**
BAD OEYNHAUSEN, GERMANY

16 **NYU Langone Hospitals**
NEW YORK CITY, UNITED STATES

17 **Baylor St. Luke's Medical Center**
HOUSTON, UNITED STATES

18 **Toronto General - University Health Network**
TORONTO, CANADA ■

19 **Royal Brompton Hospital**
LONDON, UNITED KINGDOM

20 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

21 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES ■

22 **Hospital of the University of Pennsylvania - Penn Presbyterian**
PHILADELPHIA, UNITED STATES

23 **Centro Cardiologico Monzino**
MILAN, ITALY

24 **National Cerebral and Cardiovascular Center**
SUITA, JAPAN

25 **Charité - Universitätsmedizin Berlin**
BERLIN, GERMANY

26 **Houston Methodist Hospital**
HOUSTON, UNITED STATES

27 **AP-HP - Hôpital Européen Georges Pompidou**
PARIS, FRANCE

28 **Policlinico Sant'Orsola-Malpighi**
BOLOGNA, ITALY

29 **University of Chicago Medical Center**
CHICAGO, UNITED STATES

30 **Hospital General Universitario Gregorio Marañón**
MADRID, SPAIN

31 **Mayo Clinic - Health System In Eau Claire**
EAU CLAIRE, WI, UNITED STATES

32 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

33 **Sakakibara Heart Institute**
TOKYO, JAPAN

34 **Hospital Clínic de Barcelona**
BARCELONA, SPAIN

35 **University of Michigan Hospitals - Michigan Medicine**
ANN ARBOR, MI, UNITED STATES

36 **University of Washington Medical Center**
SEATTLE, UNITED STATES

37 **Karolinska Universitetssjukhuset**
SOLNA, SWEDEN ■

38 **Baylor University Medical Center**
DALLAS, UNITED STATES

▸ VIEW THE LIST ONLINE AT **Newsweek.com/wbsp-2024**

■ = PROMs

39 **Medizinische Hochschule Hannover**
HANNOVER, GERMANY

40 **AP-HP - Hôpital Bichat - Claude-Bernard**
PARIS, FRANCE

41 **Royal Melbourne Hospital - Parkville**
PARKVILLE, AUSTRALIA

42 **Universitätsklinikum Heidelberg**
HEIDELBERG, GERMANY

43 **Instituto do Coração (InCor)**
SAO PAULO, BRAZIL

44 **Amsterdam UMC**
AMSTERDAM, THE NETHERLANDS

45 **Deutsches Herzzentrum München**
MUNICH, GERMANY

46 **Hospital Universitario La Paz**
MADRID, SPAIN

47 **Ospedale San Raffaele - Gruppo San Donato**
MILAN, ITALY

48 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

49 **Memorial Hermann - Texas Medical Center**
HOUSTON, UNITED STATES

50 **Universitäts-Herzzentrum Freiburg - Bad Krozingen**
FREIBURG, GERMANY

51 **Azienda Ospedaliera Universitaria Sant'Andrea**
ROME, ITALY

52 **Asan Medical Center**
SEOUL, SOUTH KOREA

53 **St Vincent's Hospital Sydney**
DARLINGHURST, AUSTRALIA

54 **Osaka University Hospital**
OSAKA, JAPAN

55 **Beth Israel Deaconess Medical Center**
BOSTON, UNITED STATES

56 **Universitätsklinikum Bonn**
BONN, GERMANY

57 **Johns Hopkins Bayview Medical Center**
BALTIMORE, UNITED STATES

58 **Hospital Universitari Vall d'Hebron**
BARCELONA, SPAIN

59 **The Prince Charles Hospital**
CHERMSIDE, AUSTRALIA

60 **John Radcliffe Hospital**
OXFORD, UNITED KINGDOM

61 **Hospital Israelita Albert Einstein**
SAO PAULO, BRAZIL ■

62 **King's College Hospital**
LONDON, UNITED KINGDOM

63 **Mayo Clinic - Jacksonville**
JACKSONVILLE, FL, UNITED STATES

64 **National University Hospital (NUH) / National University Heart Centre Singapore**
SINGAPORE, SINGAPORE

65 **Sunnybrook Health Sciences Centre**
TORONTO, CANADA ■

66 **Keio University Hospital**
TOKYO, JAPAN

67 **CHU Bordeaux - Groupe hospitalier Pellegrin**
BORDEAUX, FRANCE

68 **Memorial Sloan Kettering Cancer Center**
NEW YORK CITY, UNITED STATES

69 **Hospital Universitario 12 de Octubre**
MADRID, SPAIN

70 **Universitätsspital Zürich**
ZÜRICH, SWITZERLAND

71 **St. Bartholomew's Hospital / Barts Heart Centre**
LONDON, UNITED KINGDOM

72 **Complexo Hospitalario Universitario a Coruña**
A CORUÑA, SPAIN

73 **Maastricht UMC+**
MAASTRICHT, THE NETHERLANDS

74 **All India Institute of Medical Sciences - Delhi**
NEW DELHI, INDIA

75 **Narayana Bengaluru - Institute of Cardiac Sciences**
BENGALURU, INDIA

76 **Juntendo University Hospital**
TOKYO, JAPAN

77 **Ospedale Policlinico San Matteo**
PAVIA, ITALY

78 **Azienda Ospedaliera di Padova**
PADUA, ITALY

79 **Aarhus Universitetshospital**
AARHUS, DENMARK

80 **St. Luke's International Hospital**
TOKYO, JAPAN

81 **Akademiska Sjukhuset**
UPPSALA, SWEDEN

82 **Instituto Dante Pazzanese de Cardiologia**
SAO PAULO, BRAZIL

83 **Azienda Ospedaliera San Camillo Forlanini**
ROME, ITALY

84 **Hospital Clínico San Carlos**
MADRID, SPAIN

85 **Hospital Universitario Virgen del Rocío**
SEVILLE, SPAIN

86 **Royal Papworth Hospital**
CAMBRIDGE, UNITED KINGDOM

87 **Harefield Hospital**
HAREFIELD, UNITED KINGDOM

88 **BP – A Beneficência Portuguesa de São Paulo**
SAO PAULO, BRAZIL

WORLD'S BEST SPECIALIZED HOSPITALS 2024
Newsweek
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89 **LMU Klinikum**
MUNICH, GERMANY ■

90 **Texas Health Presbyterian Hospital Plano**
PLANO, TX, UNITED STATES

91 **Center Hospital of the National Center for Global Health and Medicine**
TOKYO, JAPAN

92 **University of Miami Hospital**
MIAMI, UNITED STATES

93 **Universitätsklinikum Jena**
JENA, GERMANY

94 **Alfried Krupp Krankenhaus Rüttenscheid**
ESSEN, GERMANY

95 **Austin Hospital - Heidelberg**
HEIDELBERG, AUSTRALIA

96 **Hospital Universitario Puerta de Hierro**
MAJADAHONDA, SPAIN

97 **Emory University Hospital**
ATLANTA, UNITED STATES

98 **MD Anderson Cancer Center**
HOUSTON, UNITED STATES

99 **Cleveland Clinic - Florida**
WESTON, FL, UNITED STATES

100 **Jacobs Medical Center at UC San Diego Health**
SAN DIEGO, UNITED STATES

ARIEL SKELLEY/GETTY



CARDIOLOGY

1 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

2 **Cleveland Clinic / Sydell and Arnold Miller Family Heart, Vascular & Thoracic Institute**
CLEVELAND, UNITED STATES

3 **The Johns Hopkins Hospital**
BALTIMORE, UNITED STATES

4 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

5 **Massachusetts General Hospital / Corrigan Minehan Heart Center**
BOSTON, UNITED STATES

6 **Charité - Universitätsmedizin Berlin**
BERLIN, GERMANY

7 **Brigham and Women's Hospital**
BOSTON, UNITED STATES

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PARIS, FRANCE

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LONDON, UNITED KINGDOM

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NEW YORK CITY, UNITED STATES



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LOS ANGELES, UNITED STATES

12 **Universitätsklinikum Heidelberg**
HEIDELBERG, GERMANY

13 **Hospital Universitario La Paz**
MADRID, SPAIN

14 **National Cerebral and Cardiovascular Center**
SUITA, JAPAN

15 **Hospital of the University of Pennsylvania - Penn Presbyterian**
PHILADELPHIA, UNITED STATES

16 **Duke University Hospital**
DURHAM, NC, UNITED STATES

17 **NYU Langone Hospitals**
NEW YORK CITY, UNITED STATES

18 **Karolinska Universitetssjukhuset**
SOLNA, SWEDEN

19 **Centro Cardiologico Monzino**
MILAN, ITALY

20 **Ospedale San Raffaele - Gruppo San Donato**
MILAN, ITALY

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SAO PAULO, BRAZIL

22 **Herz- und Diabeteszentrum NRW**
BAD OEYNHAUSEN, GERMANY

23 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

24 **Hospital General Universitario Gregorio Marañón**
MADRID, SPAIN

25 **Hospital Israelita Albert Einstein**
SAO PAULO, BRAZIL

26 **Abbott Northwestern Hospital**
MINNEAPOLIS, UNITED STATES

27 **University of Michigan Hospitals - Michigan Medicine**
ANN ARBOR, MI, UNITED STATES

28 **University of Chicago Medical Center**
CHICAGO, UNITED STATES

29 **Herzzentrum Leipzig**
LEIPZIG, GERMANY

30 **Universitätsspital Zürich**
ZÜRICH, SWITZERLAND

31 **Deutsches Herzzentrum der Charité**
BERLIN, GERMANY

32 **AP-HP - Hôpital Européen Georges Pompidou**
PARIS, FRANCE

33 **Asan Medical Center**
SEOUL, SOUTH KOREA

34 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

35 **Hospital Clínic de Barcelona**
BARCELONA, SPAIN

36 **MUHC Montreal General Hospital**
MONTREAL, CANADA

37 **Policlinico Sant'Orsola-Malpighi**
BOLOGNA, ITALY

38 **Toronto General - University Health Network**
TORONTO, CANADA

39 **The Prince Charles Hospital**
CHERMSIDE, AUSTRALIA

40 **Aarhus Universitetshospital**
AARHUS, DENMARK

41 **Inselspital Bern**
BERN, SWITZERLAND

42 **IRCCS Policlinico San Donato**
SAN DONATO MILANESE, ITALY

43 **Baylor University Medical Center**
DALLAS, UNITED STATES

44 **Emory University Hospital**
ATLANTA, UNITED STATES

45 **Baylor St. Luke's Medical Center**
HOUSTON, UNITED STATES

46 **Sheba Medical Center**
RAMAT GAN, ISRAEL

47 **Johns Hopkins Bayview Medical Center**
BALTIMORE, UNITED STATES

48 **Policlinico Universitario A. Gemelli**
ROME, ITALY

49 **Medizinische Hochschule Hannover**
HANNOVER, GERMANY

50 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES

51 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

52 **Akademiska Sjukhuset**
UPPSALA, SWEDEN

53 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

54 **Mount Sinai Hospital**
TORONTO, CANADA

55 **Mayo Clinic - Jacksonville**
JACKSONVILLE, FL, UNITED STATES

56 **Herzzentrum Dresden Universitätsklinik**
DRESDEN, GERMANY

57 **Hospital Sirio Libanes**
SAO PAULO, BRAZIL

58 **Universitätsmedizin Göttingen**
GÖTTINGEN, GERMANY

59 **UCLA Health – Santa Monica Medical Center**
SANTA MONICA, CA, UNITED STATES

60 **Yale New Haven Hospital**
NEW HAVEN, CT, UNITED STATES

61 **Cleveland Clinic - Florida**
WESTON, FL, UNITED STATES

62 **Clinica Universidad de Navarra**
PAMPLONA, SPAIN

63 **Beth Israel Deaconess Medical Center**
BOSTON, UNITED STATES

64 **Instituto Dante Pazzanese de Cardiologia**
SAO PAULO, BRAZIL

65 **Seoul National University Hospital**
SEOUL, SOUTH KOREA

66 **University of Washington Medical Center**
SEATTLE, UNITED STATES

67 **Hospital do Coração**
SAO PAULO, BRAZIL

68 **Grande Ospedale Metropolitano Niguarda**
MILAN, ITALY

69 **Singapore General Hospital (SGH)**
SINGAPORE, SINGAPORE

70 **Deutsches Herzzentrum München**
MUNICH, GERMANY

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WORLD'S BEST SPECIALIZED HOSPITALS 2024

Newsweek

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■ = *PROMs*



71 Hospital Universitari Vall d'Hebron
BARCELONA, SPAIN

72 Hospital Clínico San Carlos
MADRID, SPAIN

73 Emory Saint Joseph's Hospital
ATLANTA, UNITED STATES

74 Osaka University Hospital
OSAKA, JAPAN

75 Vancouver General Hospital
VANCOUVER, CANADA

76 Samsung Medical Center
SEOUL, SOUTH KOREA ■

77 LMU Klinikum
MUNICH, GERMANY ■

78 University of California - Davis Medical Center
SACRAMENTO, CA, UNITED STATES

79 Barnes-Jewish Hospital
ST. LOUIS, UNITED STATES

80 The University of Tokyo Hospital
TOKYO, JAPAN

81 Kyoto University Hospital
KYOTO, JAPAN

82 AP-HP - Hôpital Bichat - Claude-Bernard
PARIS, FRANCE

83 Vanderbilt University Medical Center
NASHVILLE, TN, UNITED STATES

84 Universitätsklinikum Hamburg-Eppendorf
HAMBURG, GERMANY

85 Scripps Memorial Hospital La Jolla
LA JOLLA, CA, UNITED STATES

86 St Thomas' Hospital
LONDON, UNITED KINGDOM

87 Houston Methodist Hospital
HOUSTON, UNITED STATES

88 Sakakibara Heart Institute
TOKYO, JAPAN

89 Klinikum rechts der Isar der Technischen Universität München
MUNICH, GERMANY

90 MedStar Washington Hospital Center
WASHINGTON, D.C., UNITED STATES

91 Monash Medical Centre - Clayton
CLAYTON, AUSTRALIA

92 University Hospitals Cleveland Medical Center / University Hospitals Harrington Heart & Vascular Institute
CLEVELAND, UNITED STATES

93 Universitätsklinikum Düsseldorf
DÜSSELDORF, GERMANY

94 Apollo Hospital - Chennai
CHENNAI, INDIA

95 Beaumont Hospital - Royal Oak
ROYAL OAK, MI, UNITED STATES

96 Liverpool Heart and Chest Hospital
LIVERPOOL, UNITED KINGDOM

97 Amsterdam UMC
AMSTERDAM, THE NETHERLANDS

98 CHU Bordeaux - Groupe hospitalier Pellegrin
BORDEAUX, FRANCE

99 Memorial Hermann-Texas Medical Center
HOUSTON, UNITED STATES

100 UNC Medical Center
CHAPEL HILL, NC, UNITED STATES

101 Hospital Universitario Ramón y Cajal
MADRID, SPAIN

102 Azienda Ospedaliera di Padova
PADUA, ITALY

103 Hôpital Paris Saint-Joseph
PARIS, FRANCE

104 UAB Hospital
BIRMINGHAM, AL, UNITED STATES

105 Istituto Clinico Humanitas
ROZZANO, ITALY

106 Baylor Scott and White The Heart Hospital Plano
PLANO, TX, UNITED STATES

107 St. Bartholomew's Hospital / Barts Heart Centre
LONDON, UNITED KINGDOM

108 Kurashiki Central Hospital
KURASHIKI, JAPAN

109 John Radcliffe Hospital
OXFORD, UNITED KINGDOM

110 Royal Papworth Hospital
CAMBRIDGE, UNITED KINGDOM

111 Unity Health Toronto - St. Michael's Hospital
TORONTO, CANADA

112 Narayana Bengaluru - Institute of Cardiac Sciences
BENGALURU, INDIA

113 Asklepios Klinik St. Georg
HAMBURG, GERMANY

114 CHU de Bordeaux - Hôpital Haut-Lévêque
PESSAC, FRANCE

115 Clinique Saint-Augustin
BORDEAUX, FRANCE ■

116 BP – A Beneficência Portuguesa de São Paulo
SAO PAULO, BRAZIL ■

117 University of Minnesota Medical Center
MINNEAPOLIS, UNITED STATES

118 Hospital Universitario Virgen del Rocío
SEVILLE, SPAIN

119 Jacobs Medical Center at UC San Diego Health
SAN DIEGO, UNITED STATES

120 Jewish General Hospital
MONTREAL, CANADA ■

121 Hôpital Marie Lannelongue
LE PLESSIS ROBINSON, FRANCE

122 Erasmus MC
ROTTERDAM, THE NETHERLANDS ■

123 The Alfred
MELBOURNE, AUSTRALIA

124 Harefield Hospital
HAREFIELD, UNITED KINGDOM

125 Albertinen-Krankenhaus / Albertinen Herz- und Gefäßzentrum
HAMBURG, GERMANY

126 St. Luke's Hospital of Kansas City
KANSAS CITY, MO, UNITED STATES

127 Hospital Universitario 12 de Octubre
MADRID, SPAIN

128 UT Southwestern Medical Center
DALLAS, UNITED STATES

129 Hospital de la Santa Creu i Sant Pau
BARCELONA, SPAIN

130 St. Luke's International Hospital
TOKYO, JAPAN

▸ VIEW THE LIST ONLINE AT Newsweek.com/wbsp-2024

131 **Centre Cardiologique du Nord**
SAINT-DENIS, FRANCE

132 **Medanta The Medicity**
GURUGRAM, INDIA

133 **Uniklinik Köln**
COLOGNE, GERMANY

134 **AP-HM - Hôpital de la Timone**
MARSEILLE, FRANCE

135 **Universitätsklinikum Essen**
ESSEN, GERMANY

136 **Oslo Universitetssykehus**
OSLO, NORWAY

137 **Mount Elizabeth Hospital - Orchard**
SINGAPORE, SINGAPORE

138 **Lenox Hill Hospital**
NEW YORK CITY, UNITED STATES

139 **Royal Prince Alfred Hospital**
CAMPERDOWN, AUSTRALIA

140 **Universitair Medisch Centrum Groningen**
GRONINGEN, THE NETHERLANDS

141 **Wythenshawe Hospital**
MANCHESTER, UNITED KINGDOM

142 **Jefferson Health - Thomas Jefferson University Hospitals**
PHILADELPHIA, UNITED STATES

143 **Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

144 **Universitätsklinikum des Saarlandes**
HOMBURG, GERMANY

145 **Azienda Ospedaliero Universitaria Careggi**
FLORENCE, ITALY

146 **Ohio State University - Wexner Medical Center**
COLUMBUS, OH, UNITED STATES

147 **UPMC Presbyterian & Shadyside**
PITTSBURGH, UNITED STATES

148 **Universitätsklinikum Leipzig**
LEIPZIG, GERMANY

149 **Institut Mutualiste Montsouris**
PARIS, FRANCE

150 **Cleveland Clinic Fairview Hospital**
CLEVELAND, UNITED STATES

ENDOCRINOLOGY

1 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

2 **Massachusetts General Hospital**
BOSTON, UNITED STATES

3 **Asan Medical Center**
SEOUL, SOUTH KOREA

4 **Cleveland Clinic**
CLEVELAND, UNITED STATES

5 **Seoul National University Hospital**
SEOUL, SOUTH KOREA

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BALTIMORE, UNITED STATES

7 **Brigham and Women's Hospital**
BOSTON, UNITED STATES

8 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

9 **New York-Presbyterian Hospital - Columbia and Cornell**
NEW YORK CITY, UNITED STATES

10 **AP-HP - Hôpital Universitaire Pitié Salpêtrière**
PARIS, FRANCE

11 **Beth Israel Deaconess Medical Center**
BOSTON, UNITED STATES

12 **Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

13 **The Catholic University of Korea - Eunpyeong St. Mary's Hospital**
SEOUL, SOUTH KOREA

14 **Charité - Universitätsmedizin Berlin**
BERLIN, GERMANY

15 **Addenbrooke's**
CAMBRIDGE, UNITED KINGDOM

16 **Samsung Medical Center**
SEOUL, SOUTH KOREA

17 **Hospital of the University of Pennsylvania - Penn Presbyterian**
PHILADELPHIA, UNITED STATES

18 **University of Michigan Hospitals - Michigan Medicine**
ANN ARBOR, MI, UNITED STATES

19 **Mount Sinai Hospital**
TORONTO, CANADA

20 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

21 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

22 **Mayo Clinic - Jacksonville**
JACKSONVILLE, FL, UNITED STATES

23 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

24 **Ospedale San Raffaele - Gruppo San Donato**
MILAN, ITALY

25 **Cedars-Sinai Medical Center**
LOS ANGELES, UNITED STATES

26 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES

27 **Hospital Universitari Vall d'Hebron**
BARCELONA, SPAIN

28 **AP-HP - Hôpital Cochin**
PARIS, FRANCE

29 **Karolinska Universitetssjukhuset**
SOLNA, SWEDEN

30 **University of Washington Medical Center**
SEATTLE, UNITED STATES

31 **Herz- und Diabeteszentrum NRW**
BAD OEYNHAUSEN, GERMANY

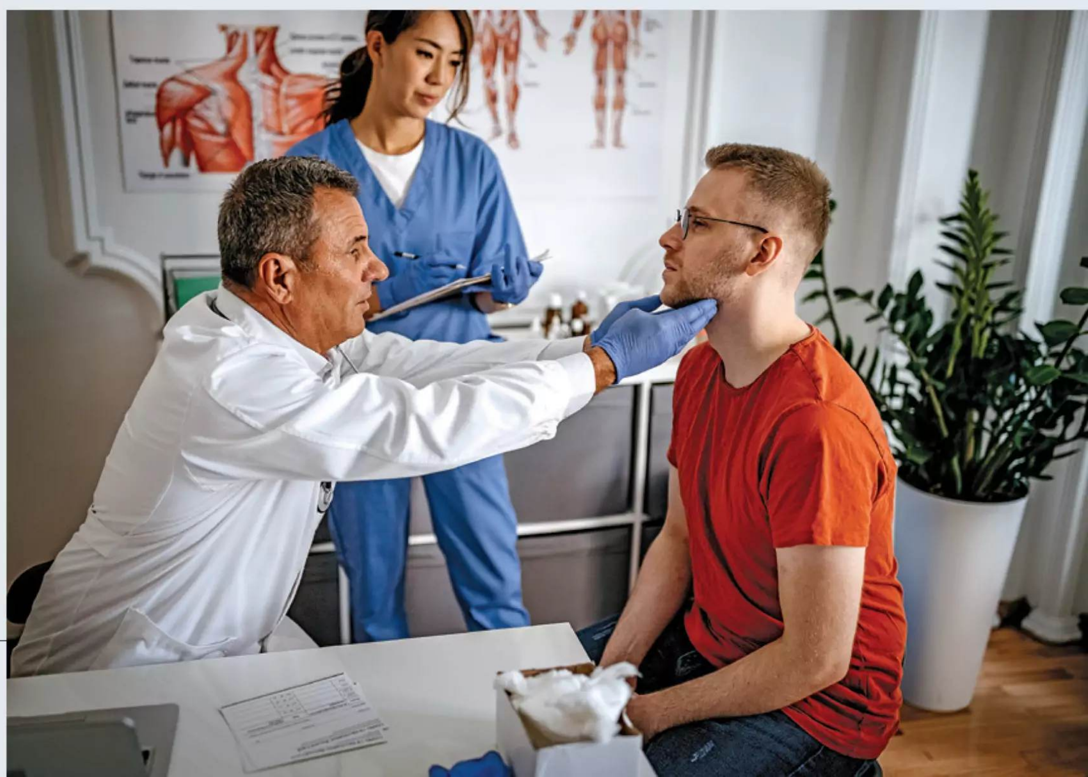
32 **The University of Tokyo Hospital**
TOKYO, JAPAN

33 **Hospital Universitario La Paz**
MADRID, SPAIN

34 **Toronto General - University Health Network**
TORONTO, CANADA

35 **AP-HP - Hôpital Bichat - Claude-Bernard**
PARIS, FRANCE

36 **KyungHee University Medical Center**
SEOUL, SOUTH KOREA



FROM LEFT: DARIA ARTEMENKO/GETTY; GETTY

37 **University of Chicago Medical Center**
CHICAGO, UNITED STATES

38 **St. Bartholomew's Hospital**
LONDON, UNITED KINGDOM

39 **Royal Melbourne Hospital - Parkville**
PARKVILLE, AUSTRALIA

40 **NYU Langone Hospitals**
NEW YORK CITY, UNITED STATES

41 **Hospital General Universitario Gregorio Marañón**
MADRID, SPAIN

42 **Hôpital Lyon Sud (HCL)**
PIERRE BENITE, FRANCE

43 **Guy's Hospital**
LONDON, UNITED KINGDOM

44 **Duke University Hospital**
DURHAM, NC, UNITED STATES

45 **Presidio Ospedaliero Molinette - A.O.U. Città della Salute e della Scienza**
TURIN, ITALY

46 **Universitätsklinikum Tübingen**
TÜBINGEN , GERMANY

47 **Kyoto University Hospital**
KYOTO, JAPAN

48 **Vancouver General Hospital**
VANCOUVER, CANADA

49 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

50 **King's College Hospital**
LONDON, UNITED KINGDOM

51 **Gangnam Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

52 **Queen Elizabeth Hospital Birmingham**
BIRMINGHAM, UNITED KINGDOM

53 **Policlinico Universitario A. Gemelli**
ROME, ITALY

54 **Barnes-Jewish Hospital**
ST. LOUIS, UNITED STATES

55 **Azienda Ospedaliero Universitaria Pisana**
PISA, ITALY

56 **Nagoya University Hospital**
NAGOYA, JAPAN

57 **Osaka University Hospital**
OSAKA, JAPAN

58 **Hospital Clínic de Barcelona**
BARCELONA, SPAIN

59 **Oxford University Hospitals**
OXFORD, UNITED KINGDOM

60 **Chonbuk National University Hospital**
JEONJU , SOUTH KOREA

61 **UCLA Health – Santa Monica Medical Center**
SANTA MONICA, CA, UNITED STATES

62 **Hospital Sirio Libanes**
SAO PAOLO, BRAZIL

63 **Hanyang University Medical Center**
SEOUL, SOUTH KOREA

64 **Emory University Hospital**
ATLANTA, UNITED STATES

65 **Brigham and Women's Faulkner Hospital**
BOSTON, UNITED STATES

66 **University of California - Davis Medical Center**
SACRAMENTO, CA, UNITED STATES

67 **UT Southwestern Medical Center**
DALLAS, UNITED STATES

68 **Hospital Israelita Albert Einstein**
SAO PAULO, BRAZIL

69 **UPMC Presbyterian & Shadyside**
PITTSBURGH, UNITED STATES

70 **MD Anderson Cancer Center**
HOUSTON, UNITED STATES

71 **University of Wisconsin Hospitals**
MADISON, WI, UNITED STATES

72 **Johns Hopkins Bayview Medical Center**
BALTIMORE, UNITED STATES

73 **Diabetes-Klinik Bad Mergentheim**
BAD MERGENTHEIM , GERMANY

74 **National University Hospital (NUH)**
SINGAPORE, SINGAPORE

75 **Houston Methodist Hospital**
HOUSTON, UNITED STATES

GASTROENTEROLOGY

1 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

2 **Cleveland Clinic**
CLEVELAND, UNITED STATES

3 **Massachusetts General Hospital**
BOSTON, UNITED STATES

4 **The Johns Hopkins Hospital**
BALTIMORE, UNITED STATES

5 **Asan Medical Center**
SEOUL, SOUTH KOREA

6 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

7 **King's College Hospital**
LONDON, UNITED KINGDOM

8 **Policlinico Universitario A. Gemelli**
ROME, ITALY

9 **Samsung Medical Center**
SEOUL, SOUTH KOREA

10 **Hospital Israelita Albert Einstein**
SAO PAULO, BRAZIL

11 **New York-Presbyterian Hospital-Columbia and Cornell**
NEW YORK CITY, UNITED STATES

12 **The Catholic University Of Korea - Eunpyeong St. Mary's Hospital**
SEOUL, SOUTH KOREA

13 **St Mark's Hospital**
HARROW, UNITED KINGDOM

14 **Clinica Universidad de Navarra**
PAMPLONA, SPAIN

15 **Toronto General - University Health Network**
TORONTO, CANADA

16 **Cedars-Sinai Medical Center**
LOS ANGELES, UNITED STATES

17 **Charité - Universitätsmedizin Berlin**
BERLIN, GERMANY

18 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

19 **AP-HP - Hôpital Universitaire Pitié Salpêtrière**
PARIS, FRANCE



■ = *PROMs*

20 **University of Chicago Medical Center**
CHICAGO, UNITED STATES

21 **Istituto Clinico Humanitas**
ROZZANO, ITALY

22 **John Radcliffe Hospital**
OXFORD, UNITED KINGDOM

23 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES ■

24 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

25 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

26 **Beth Israel Deaconess Medical Center**
BOSTON, UNITED STATES

27 **Hospital Alemão Oswaldo Cruz**
SAO PAULO, BRAZIL ■

28 **Emory University Hospital**
ATLANTA, UNITED STATES

29 **UCLA Health – Santa Monica Medical Center**
SANTA MONICA, CA, UNITED STATES ■

30 **Universitätsklinikum Düsseldorf**
DÜSSELDORF, GERMANY

31 **NYU Langone Hospitals**
NEW YORK CITY, UNITED STATES

32 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

33 **Universitätsklinikum des Saarlandes**
HOMBURG, GERMANY

34 **Klinikum der Universität Augsburg**
AUGSBURG, GERMANY

35 **Aalborg Universitetshospital**
AALBORG, DENMARK

GETTY



36 **Hospital Universitario Ramón y Cajal**
MADRID, SPAIN

37 **Universitätsklinikum Essen**
ESSEN, GERMANY

38 **Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

39 **Grande Ospedale Metropolitano Niguarda**
MILAN, ITALY

40 **Amsterdam UMC**
AMSTERDAM, THE NETHERLANDS

41 **Korea University - Anam Hospital**
SEOUL, SOUTH KOREA

42 **Universitätsklinikum Bonn**
BONN, GERMANY

43 **Azienda Ospedaliera di Padova**
PADUA, ITALY

44 **Hospital Universitario Virgen del Rocío**
SEVILLE, SPAIN

45 **Sheba Medical Center**
RAMAT GAN, ISRAEL ■

46 **Brigham and Women's Hospital**
BOSTON, UNITED STATES

47 **Addenbrooke's**
CAMBRIDGE, UNITED KINGDOM

48 **Royal Free Hospital**
LONDON, UNITED KINGDOM

49 **Policlinico Sant'Orsola-Malpighi**
BOLOGNA, ITALY

50 **Seoul National University Hospital**
SEOUL, SOUTH KOREA

51 **Hospital Clínic de Barcelona**
BARCELONA, SPAIN

52 **Universitätsmedizin Göttingen**
GÖTTINGEN, GERMANY

53 **Unity Health Toronto - St. Michael's Hospital**
TORONTO, CANADA

54 **Hospital Universitari Vall d'Hebron**
BARCELONA, SPAIN

55 **University of Michigan Hospitals - Michigan Medicine**
ANN ARBOR, MI, UNITED STATES

56 **Hospital Sirio Libanes**
SAO PAULO, BRAZIL

57 **Karolinska Universitetssjukhuset**
SOLNA, SWEDEN ■

58 **The University of Tokyo Hospital**
TOKYO, JAPAN

59 **Queen Elizabeth Hospital Birmingham**
BIRMINGHAM, UNITED KINGDOM

60 **Royal Prince Alfred Hospital**
CAMPERDOWN, AUSTRALIA

61 **Mayo Clinic - Health System In Eau Claire**
EAU CLAIRE, WI, UNITED STATES

62 **Universitätsklinikum RWTH Aachen**
AACHEN, GERMANY

63 **Centre Hospitalier Universitaire Vaudois**
LAUSANNE, SWITZERLAND

64 **St Thomas' Hospital**
LONDON, UNITED KINGDOM

65 **Aarhus Universitetshospital**
AARHUS, DENMARK

66 **Mount Sinai Hospital**
TORONTO, CANADA

67 **California Pacific Medical Center**
SAN FRANCISCO, UNITED STATES

68 **AP-HP - Hôpital Européen Georges Pompidou**
PARIS, FRANCE

69 **Johns Hopkins Bayview Medical Center**
BALTIMORE, UNITED STATES

70 **Asian Institute Of Gastroenterology**
HYDERABAD, INDIA

71 **Cleveland Clinic - Florida**
WESTON, FL, UNITED STATES

72 **UPMC Presbyterian & Shadyside**
PITTSBURGH, UNITED STATES

73 **Memorial Sloan Kettering Cancer Center**
NEW YORK CITY, UNITED STATES

74 **University College Hospital**
LONDON, UNITED KINGDOM

75 **Mayo Clinic - Jacksonville**
JACKSONVILLE, FL, UNITED STATES

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WORLD'S BEST SPECIALIZED HOSPITALS 2024

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NEUROLOGY

1 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

2 **Massachusetts General Hospital**
BOSTON, UNITED STATES

3 **Cleveland Clinic**
CLEVELAND, UNITED STATES

4 **Charité - Universitätsmedizin Berlin**
BERLIN, GERMANY

5 **National Hospital For Neurology and Neurosurgery**
LONDON, UNITED KINGDOM

6 **AP-HP - Hôpital Universitaire Pitié Salpêtrière**
PARIS, FRANCE

7 **The Johns Hopkins Hospital**
BALTIMORE, UNITED STATES

8 **Asan Medical Center**
SEOUL, SOUTH KOREA

9 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

10 **Universitätsklinikum Heidelberg**
HEIDELBERG, GERMANY

11 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

12 **New York-Presbyterian Hospital - Columbia and Cornell**
NEW YORK CITY, UNITED STATES

13 **Juntendo University Hospital**
TOKYO, JAPAN

14 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

15 **Fondazione I.R.C.C.S. Istituto Neurologico Carlo Besta**
MILAN, ITALY

16 **Brigham and Women's Hospital**
BOSTON, UNITED STATES

17 **Samsung Medical Center**
SEOUL, SOUTH KOREA

18 **Hospital of the University of Pennsylvania - Penn Presbyterian**
PHILADELPHIA, UNITED STATES

19 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES

20 **The University of Tokyo Hospital**
TOKYO, JAPAN

21 **Mount Sinai Hospital**
TORONTO, CANADA

22 **Universitätsklinikum Freiburg**
FREIBURG, GERMANY

23 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

24 **Royal Melbourne Hospital - Parkville**
PARKVILLE, AUSTRALIA

25 **Cedars-Sinai Medical Center**
LOS ANGELES, UNITED STATES

26 **Seoul National University - Bundang Hospital**
SEONGNAM, SOUTH KOREA

27 **Karolinska Universitetssjukhuset**
SOLNA, SWEDEN

28 **LMU Klinikum**
MUNICH, GERMANY

29 **Hospital das Clinicas da Universidade de Sao Paulo**
SAO PAULO, BRAZIL

30 **The Catholic University of Korea - Eunpyeong St. Mary's Hospital**
SEOUL, SOUTH KOREA

31 **Nagoya University Hospital**
NAGOYA, JAPAN

32 **Hospital Universitario La Paz**
MADRID, SPAIN

33 **Seoul National University Hospital**
SEOUL, SOUTH KOREA

34 **Duke University Hospital**
DURHAM, NC, UNITED STATES

35 **Barnes-Jewish Hospital**
ST. LOUIS, UNITED STATES

36 **Ospedale San Raffaele - Gruppo San Donato**
MILAN, ITALY

37 **Chung-Ang University Hospital**
SEOUL, SOUTH KOREA

38 **Clinica Universidad de Navarra**
PAMPLONA, SPAIN

39 **NYU Langone Hospitals**
NEW YORK CITY, UNITED STATES

40 **Universitätsklinikum Bonn**
BONN, GERMANY

41 **Policlinico Universitario A. Gemelli**
ROME, ITALY

42 **MUHC Montreal General Hospital**
MONTREAL, CANADA

43 **Mayo Clinic - Jacksonville**
JACKSONVILLE, FL, UNITED STATES

44 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

45 **Universitätsklinikum Tübingen**
TÜBINGEN, GERMANY

46 **Universitätsklinikum Erlangen**
ERLANGEN, GERMANY

47 **CHU Lille - Hôpital Salengro**
LILLE, FRANCE

48 **Amsterdam UMC**
AMSTERDAM, THE NETHERLANDS

49 **Hôpital Fondation Adolphe de Rothschild**
PARIS, FRANCE

50 **Tottori University Hospital**
YONAGO, JAPAN

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NEUROSURGERY

1 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

2 **Cleveland Clinic**
CLEVELAND, UNITED STATES

3 **Charité - Universitätsmedizin Berlin**
BERLIN, GERMANY

4 **New York-Presbyterian Hospital - Columbia and Cornell**
NEW YORK CITY, UNITED STATES

5 **Massachusetts General Hospital**
BOSTON, UNITED STATES

6 **National Hospital For Neurology and Neurosurgery**
LONDON, UNITED KINGDOM

7 **The Johns Hopkins Hospital**
BALTIMORE, UNITED STATES

8 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

9 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

10 **AP-HP - Hôpital Universitaire Pitié Salpêtrière**
PARIS, FRANCE

11 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

12 **Memorial Sloan Kettering Cancer Center**
NEW YORK CITY, UNITED STATES

13 **Dignity Health - St. Joseph's Hospital And Medical Center**
PHOENIX, UNITED STATES

14 **The University of Tokyo Hospital**
TOKYO, JAPAN

15 **Brigham and Women's Hospital**
BOSTON, UNITED STATES

16 **Universitätsklinikum Heidelberg**
HEIDELBERG, GERMANY

17 **Johns Hopkins Bayview Medical Center**
BALTIMORE, UNITED STATES

18 **Fondazione I.R.C.C.S. Istituto Neurologico Carlo Besta**
MILAN, ITALY

19 **Karolinska Universitetssjukhuset**
SOLNA, SWEDEN ■

20 **NYU Langone Hospitals**
NEW YORK CITY, UNITED STATES

21 **MD Anderson Cancer Center**
HOUSTON, UNITED STATES

22 **Duke University Hospital**
DURHAM, NC, UNITED STATES

23 **Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

24 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

25 **MUHC Montreal General Hospital**
MONTREAL, CANADA

26 **Maastricht UMC+**
MAASTRICHT, THE NETHERLANDS

27 **Hospital for Special Surgery**
NEW YORK CITY, UNITED STATES

28 **King's College Hospital**
LONDON, UNITED KINGDOM

29 **BP – A Beneficência Portuguesa de São Paulo**
SAO PAULO, BRAZIL

30 **Lenox Hill Hospital**
NEW YORK CITY, UNITED STATES

31 **Hospital Israelita Albert Einstein**
SAO PAULO, BRAZIL ■

32 **Aalborg Universitetshospital**
AALBORG, DENMARK

33 **Gangnam Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

34 **Brigham and Women's Faulkner Hospital**
BOSTON, UNITED STATES

35 **Medizinische Hochschule Hannover**
HANNOVER, GERMANY

36 **Mayo Clinic - Health System In Eau Claire**
EAU CLAIRE, WI, UNITED STATES

37 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

38 **Hospital Alemão Oswaldo Cruz**
SAO PAULO, BRAZIL

39 **Addenbrooke's**
CAMBRIDGE, UNITED KINGDOM

40 **Cedars-Sinai Medical Center**
LOS ANGELES, UNITED STATES

41 **Hospital Universitario 12 de Octubre**
MADRID, SPAIN

42 **Sheba Medical Center**
RAMAT GAN, ISRAEL ■

43 **Toronto Western - University Health Network**
TORONTO, CANADA

44 **Hospital of the University of Pennsylvania - Penn Presbyterian**
PHILADELPHIA, UNITED STATES

45 **UCLA Health – Santa Monica Medical Center**
SANTA MONICA, CA, UNITED STATES ■

46 **Kyoto University Hospital**
KYOTO, JAPAN

47 **Universitätsklinikum Freiburg**
FREIBURG, GERMANY

48 **Hospital General Universitario Gregorio Marañón**
MADRID, SPAIN

49 **AP-HM - Hôpital de la Timone**
MARSEILLE, FRANCE

50 **Universitätsklinikum Bonn**
BONN, GERMANY



■ = *PROMs*

OBSTETRICS & GYNECOLOGY

1 **The Johns Hopkins Hospital**
BALTIMORE, UNITED STATES

2 **University College Hospital**
LONDON, UNITED KINGDOM

3 **Cleveland Clinic**
CLEVELAND, UNITED STATES ■

4 **Universitätsklinikum Tübingen**
TÜBINGEN, GERMANY

5 **King's College Hospital**
LONDON, UNITED KINGDOM

6 **Sunnybrook Health Sciences Centre**
TORONTO, CANADA ■

7 **Policlinico Universitario A. Gemelli**
ROME, ITALY

8 **Hospital Clínic de Barcelona**
BARCELONA, SPAIN

9 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

10 **Brigham and Women's Hospital**
BOSTON, UNITED STATES

11 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES ■

12 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

13 **Massachusetts General Hospital**
BOSTON, UNITED STATES

14 **Hospital of the University of Pennsylvania - Penn Presbyterian**
PHILADELPHIA, UNITED STATES

15 **Yale New Haven Hospital**
NEW HAVEN, CT, UNITED STATES

16 **Grande Ospedale Metropolitano Niguarda**
MILAN, ITALY

17 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

18 **University of Washington Medical Center**
SEATTLE, UNITED STATES

19 **Addenbrooke's**
CAMBRIDGE, UNITED KINGDOM

20 **Hospital Universitario 12 de Octubre**
MADRID, SPAIN

21 **University Hospital Of Wales**
CARDIFF, UNITED KINGDOM

22 **Guy's Hospital**
LONDON, UNITED KINGDOM

23 **St Thomas' Hospital**
LONDON, UNITED KINGDOM

24 **Mount Sinai Hospital**
TORONTO, CANADA

25 **UNC Medical Center**
CHAPEL HILL, NC, UNITED STATES

26 **AP-HM - Hopital de La Conception**
MARSEILLE, FRANCE

27 **Hospital Universitario La Paz**
MADRID, SPAIN

28 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

29 **Uniklinik Köln**
COLOGNE, GERMANY

30 **Allgemeines Krankenhaus der Stadt Wien - Medizinischer Universitätscampus**
WIEN, AUSTRIA

31 **Cedars-Sinai Medical Center**
LOS ANGELES, UNITED STATES

32 **Universitätsklinikum Hamburg-Eppendorf**
HAMBURG, GERMANY

33 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

34 **Johns Hopkins Bayview Medical Center**
BALTIMORE, UNITED STATES

35 **New York-Presbyterian Hospital - Columbia and Cornell**
NEW YORK CITY, UNITED STATES

36 **Hôpital Necker-Enfants Malades**
PARIS, FRANCE

37 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

38 **The University of Tokyo Hospital**
TOKYO, JAPAN

39 **Universitätsspital Basel**
BASEL, SWITZERLAND ■

40 **Isar Klinikum**
MUNICH, GERMANY

41 **Universitätsklinikum Essen**
ESSEN, GERMANY

42 **North York General Hospital**
TORONTO, CANADA

43 **Universitätsklinikum Freiburg**
FREIBURG, GERMANY

44 **Universitätsklinikum Heidelberg**
HEIDELBERG, GERMANY

45 **Hospital Sirio Libanes**
SAO PAULO, BRAZIL

46 **Istituto Giannina Gaslini**
GENOA, ITALY

47 **LMU Klinikum**
MUNICH, GERMANY ■

48 **Hospital Israelita Albert Einstein**
SAO PAULO, BRAZIL ■

49 **Duke University Hospital**
DURHAM, NC, UNITED STATES

50 **AP-HP - Hôpital Antoine Béclère**
CLAMART, FRANCE

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ONCOLOGY

1 **MD Anderson Cancer Center**
HOUSTON, UNITED STATES

2 **Memorial Sloan Kettering Cancer Center**
NEW YORK CITY, UNITED STATES

3 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

4 **Gustave Roussy**
VILLEJUIF, FRANCE

5 **Samsung Medical Center**
SEOUL, SOUTH KOREA

6 **Asan Medical Center**
SEOUL, SOUTH KOREA

7 **The Royal Marsden Hospital - London**
LONDON, UNITED KINGDOM

8 **Dana-Farber Cancer Institute**
BOSTON, UNITED STATES

9 **Seoul National University Hospital**
SEOUL, SOUTH KOREA

10 **The Johns Hopkins Hospital**
BALTIMORE, UNITED STATES

11 **Charité - Universitätsmedizin Berlin**
BERLIN, GERMANY

12 **Massachusetts General Hospital**
BOSTON, UNITED STATES

13 **The Princess Margaret Cancer Centre**
TORONTO, CANADA

14 **Peter MacCallum Cancer Centre**
MELBOURNE, AUSTRALIA

15 **National Cancer Center Hospital**
TOKYO, JAPAN

16 **IEO - Istituto Europeo di Oncologia**
MILAN, ITALY

17 **Hospital Israelita Albert Einstein**
SAO PAULO, BRAZIL

18 **Cleveland Clinic**
CLEVELAND, UNITED STATES

19 **Istituto Nazionale dei Tumori**
MILAN, ITALY

20 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

21 **Institut Curie**
PARIS, FRANCE

22 **Johns Hopkins Bayview Medical Center**
BALTIMORE, UNITED STATES

23 **Universitätsklinikum Hamburg-Eppendorf**
HAMBURG, GERMANY

24 **Universitätsklinikum Heidelberg**
HEIDELBERG, GERMANY

25 **Hospital Sirio Libanes**
SAO PAULO, BRAZIL

26 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

27 **Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

28 **Clinica Universidad de Navarra**
PAMPLONA, SPAIN

29 **The Catholic University of Korea - Eunpyeong St. Mary's Hospital**
SEOUL, SOUTH KOREA

30 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

31 **Uniklinik Köln**
COLOGNE, GERMANY

32 **Hospital Universitario La Paz**
MADRID, SPAIN

33 **Cancer Research Ariake Hospital**
TOKYO, JAPAN

34 **Policlinico Universitario A. Gemelli**
ROME, ITALY

35 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

36 **City of Hope Comprehensive Cancer Center**
DUARTE, CA, UNITED STATES

37 **Istituto Clinico Humanitas**
ROZZANO, ITALY

38 **The Christie**
MANCHESTER, UNITED KINGDOM

39 **National Cancer Center**
GOYANG CITY, SOUTH KOREA

40 **UCLA Health – Santa Monica Medical Center**
SANTA MONICA, CA, UNITED STATES

41 **New York-Presbyterian Hospital - Columbia and Cornell**
NEW YORK CITY, UNITED STATES

42 **University of Washington Medical Center / Fred Hutchinson Cancer Center**
SEATTLE, UNITED STATES

43 **Hospital Universitari Vall d'Hebron**
BARCELONA, SPAIN

44 **Cedars-Sinai Medical Center**
LOS ANGELES, UNITED STATES

45 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

46 **Hospital of the University of Pennsylvania - Penn Presbyterian**
PHILADELPHIA, UNITED STATES

47 **LMU Klinikum**
MUNICH, GERMANY

48 **Karolinska Universitetssjukhuset**
SOLNA, SWEDEN

49 **Grande Ospedale Metropolitano Niguarda**
MILAN, ITALY

50 **A.C. Camargo Cancer Center**
SAO PAULO, BRAZIL

51 **Istituto Nazionale Tumori di Napoli - Fondazione G. Pascale**
NAPLES, ITALY

52 **Beth Israel Deaconess Medical Center**
BOSTON, UNITED STATES

53 **National Cancer Center Hospital East**
TOKYO, JAPAN

54 **University of Chicago Medical Center**
CHICAGO, UNITED STATES

55 **Keio University Hospital**
TOKYO, JAPAN

56 **Mayo Clinic - Jacksonville**
JACKSONVILLE, FL, UNITED STATES

57 **Universitätsklinikum Essen**
ESSEN, GERMANY

58 **Universitätsklinikum Düsseldorf**
DÜSSELDORF, GERMANY

59 **Hospital General Universitario Gregorio Marañón**
MADRID, SPAIN

60 **Duke University Hospital**
DURHAM, NC, UNITED STATES

61 **Brigham and Women's Hospital / Dana-Farber Brigham Cancer Center**
BOSTON, UNITED STATES

62 **AP-HP - Hôpital Universitaire Pitié Salpêtrière**
PARIS, FRANCE

63 **Antoni van Leeuwenhoek Hospital**
AMSTERDAM, THE NETHERLANDS

64 **The University of Tokyo Hospital**
TOKYO, JAPAN

65 **Jefferson Health - Thomas Jefferson University Hospitals**
PHILADELPHIA, UNITED STATES

66 **University of Michigan Hospitals - Michigan Medicine**
ANN ARBOR, MI, UNITED STATES

67 **BP – A Beneficência Portuguesa de São Paulo**
SAO PAULO, BRAZIL

68 **National Cancer Centre Singapore (NCCS)**
SINGAPORE, SINGAPORE

69 **Seoul National University - Bundang Hospital**
SEONGNAM, SOUTH KOREA

70 **Hokkaido University Hospital**
SAPPORO, JAPAN

71 **Hospital Universitario 12 de Octubre**
MADRID, SPAIN

72 **Thoraxklinik Heidelberg**
HEIDELBERG, GERMANY

73 **Centre Léon-Bérard**
LYON, FRANCE

74 **Presidio Ospedaliero Molinette - A.O.U. Città della Salute e della Scienza**
TURIN, ITALY

75 **Ospedale San Raffaele - Gruppo San Donato**
MILAN, ITALY

76 **AP-HP - Hôpital Européen Georges Pompidou**
PARIS, FRANCE

77 **Kyoto University Hospital**
KYOTO, JAPAN

78 **Roswell Park Cancer Institute**
BUFFALO, NY, UNITED STATES

79 **Azienda Ospedaliera di Padova**
PADUA, ITALY





■ = *PROMs*

80 **Addenbrooke's**
CAMBRIDGE, UNITED KINGDOM

81 **Emory University Hospital**
ATLANTA, UNITED STATES

82 **MD Anderson Cancer Center - Madrid**
MADRID, SPAIN

83 **Universitätsklinikum Münster**
MÜNSTER, GERMANY

84 **Moffitt Cancer Center**
TAMPA, FL, UNITED STATES

85 **Hospital Clínic de Barcelona**
BARCELONA, SPAIN

86 **Guy's Hospital**
LONDON, UNITED KINGDOM

87 **NYU Langone Hospitals / Perlmutter Cancer Center**
NEW YORK CITY, UNITED STATES

88 **University of Maryland Medical Center**
BALTIMORE, UNITED STATES

89 **Fundación Instituto Valenciano de Oncología**
VALENCIA, SPAIN

90 **Istituto di Candiolo - Fondazione del Piemonte per l'Oncologia - IRCCS**
CANDIOLO, ITALY

91 **Hospital Clínico San Carlos**
MADRID, SPAIN

92 **Keck Hospital of USC**
LOS ANGELES, UNITED STATES

93 **Universitätsspital Zürich**
ZÜRICH, SWITZERLAND

94 **Erasmus MC**
ROTTERDAM, THE NETHERLANDS ■

95 **Vanderbilt University Medical Center**
NASHVILLE, TN, UNITED STATES

96 **Barnes-Jewish Hospital**
ST. LOUIS, UNITED STATES

97 **Shizuoka Cancer Center**
NAGAIZUMI, JAPAN

98 **University of Wisconsin Hospitals**
MADISON, WI, UNITED STATES

99 **AP-HP – Hôpital Saint Louis**
PARIS, FRANCE

100 **Universitätsklinikum Freiburg**
FREIBURG, GERMANY

101 **Universitätsklinikum Tübingen**
TÜBINGEN, GERMANY

102 **Baylor University Medical Center**
DALLAS, UNITED STATES

103 **Toronto General - University Health Network**
TORONTO, CANADA

104 **Martini-Klinik am UKE**
HAMBURG, GERMANY

105 **Royal Brisbane & Women's Hospital**
HERSTON, AUSTRALIA

106 **Helios Klinikum Berlin-Buch**
BERLIN, GERMANY

107 **UPMC Presbyterian & Shadyside**
PITTSBURGH, UNITED STATES

108 **Policlinico Sant'Orsola-Malpighi**
BOLOGNA, ITALY

109 **Policlinico Umberto I**
ROME, ITALY

110 **Osaka University Hospital**
OSAKA, JAPAN

111 **Universitätsklinikum Ulm**
ULM, GERMANY

112 **Institut de Cancerologie de Lorraine**
VANDOEUVRE LES NANCY, FRANCE

113 **Universitätsklinikum Regensburg**
REGENSBURG, GERMANY

114 **St. Luke's International Hospital**
TOKYO, JAPAN

115 **Hammersmith Hospital**
LONDON, UNITED KINGDOM

116 **Institut Paoli-Calmettes**
MARSEILLE, FRANCE

117 **Universitätsklinikum Frankfurt**
FRANKFURT AM MAIN, GERMANY

118 **Abbott Northwestern Hospital**
MINNEAPOLIS, UNITED STATES

119 **MedStar Georgetown University Hospital**
WASHINGTON, D.C., UNITED STATES

120 **Chonnam National University - Hwasun Hospital**
HWASUN, SOUTH KOREA

121 **Hospital de la Santa Creu i Sant Pau**
BARCELONA, SPAIN

122 **Hospital Universitario Ramón y Cajal**
MADRID, SPAIN

123 **Universitätsklinikum Carl Gustav Carus Dresden**
DRESDEN, GERMANY ■

124 **The Royal Marsden Hospital - Surrey**
SUTTON, UNITED KINGDOM

125 **Universitätsmedizin der Johannes Gutenberg-Universität Mainz**
MAINZ, GERMANY

126 **Universitätsklinikum Würzburg**
WÜRZBURG, GERMANY

127 **IRCCS Istituto Oncologico Veneto**
PADUA, ITALY

128 **Klinikum rechts der Isar der Technischen Universität München**
MUNICH, GERMANY

129 **Tohoku University Hospital**
SENDAI, JAPAN

130 **St George's Hospital**
LONDON, UNITED KINGDOM

131 **Sunnybrook Health Sciences Centre**
TORONTO, CANADA

132 **Istituto Giannina Gaslini**
GENOA, ITALY

133 **Medizinische Hochschule Hannover**
HANNOVER, GERMANY

134 **Fondazione I.R.C.C.S. Istituto Neurologico Carlo Besta**
MILAN, ITALY

135 **Tata Memorial Hospital**
MUMBAI, INDIA

136 **Ospedale Policlinico San Matteo**
PAVIA, ITALY

137 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES ■

138 **Centre Antoine Lacassagne**
NICE, FRANCE

139 **Institut Bergonié**
BORDEAUX, FRANCE

140 **Ohio State University - Wexner Medical Center / The James Cancer Hospital and Solove Research Institute**
COLUMBUS, OH, UNITED STATES

141 **King's College Hospital**
LONDON, UNITED KINGDOM

142 **Strong Memorial Hospital - University of Rochester**
ROCHESTER, NY, UNITED STATES

143 **Okayama University Hospital**
OKAYAMA, JAPAN

144 **Universitätsklinikum Bonn**
BONN, GERMANY

145 **Universitätsklinikum Leipzig**
LEIPZIG, GERMANY

146 **University Hospital of Wales**
CARDIFF, UNITED KINGDOM

147 **National Hospital Organization Kyushu Cancer Center**
FUKUSHIMA, JAPAN

148 **Royal Prince Alfred Hospital**
CAMPERDOWN, AUSTRALIA

149 **Hospital das Clinicas da Universidade de Sao Paulo**
SAO PAULO, BRAZIL

150 **Austin Hospital - Heidelberg**
HEIDELBERG, AUSTRALIA

ORTHOPEDICS

1 **Hospital For Special Surgery**
NEW YORK CITY, UNITED STATES

2 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

3 **The Johns Hopkins Hospital**
BALTIMORE, UNITED STATES

4 **Schulthess Klinik**
ZÜRICH, SWITZERLAND ■

5 **Charité - Universitätsmedizin Berlin**
BERLIN, GERMANY ■

6 **Cleveland Clinic**
CLEVELAND, UNITED STATES ■

7 **Massachusetts General Hospital**
BOSTON, UNITED STATES

8 **Istituto Ortopedico Rizzoli**
BOLOGNA, ITALY ■

9 **Helios ENDO-Klinik Hamburg**
HAMBURG, GERMANY ■

10 **Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

11 **Asan Medical Center**
SEOUL, SOUTH KOREA

12 **The Royal National Orthopaedic Hospital - Stanmore**
LONDON, UNITED KINGDOM

13 **Cedars-Sinai Medical Center**
LOS ANGELES, UNITED STATES

14 **AP-HP - Hôpital Universitaire Pitié Salpêtrière**
PARIS, FRANCE

15 **Brigham and Women's Hospital**
BOSTON, UNITED STATES

16 **NYU Langone Hospitals / NYU Langone Orthopedic Hospital**
NEW YORK CITY, UNITED STATES

17 **Hospital Universitario La Paz**
MADRID, SPAIN

18 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

19 **Jefferson Health - Thomas Jefferson University Hospitals**
PHILADELPHIA, UNITED STATES

20 **KyungHee University Medical Center**
SEOUL, SOUTH KOREA

21 **Inselspital Bern**
BERN, SWITZERLAND

22 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

23 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

24 **BG Klinikum Unfallkrankenhaus Berlin**
BERLIN, GERMANY

25 **Mount Sinai Hospital**
TORONTO, CANADA

26 **Hospital Israelita Albert Einstein**
SAO PAULO, BRAZIL ■

27 **IRCCS Ospedale Galeazzi - Sant'Ambrogio**
MILAN, ITALY

28 **Barnes-Jewish Hospital**
ST. LOUIS, UNITED STATES

29 **Duke University Hospital**
DURHAM, NC, UNITED STATES

30 **Seoul National University Hospital**
SEOUL, SOUTH KOREA

31 **Hospital Universitario Virgen del Rocío**
SEVILLE, SPAIN

32 **Rush University Medical Center**
CHICAGO, UNITED STATES

33 **AP-HP - Hôpital Européen Georges Pompidou**
PARIS, FRANCE

34 **Vancouver General Hospital**
VANCOUVER, CANADA

35 **Royal Melbourne Hospital - Parkville**
PARKVILLE, AUSTRALIA

36 **Royal Adelaide Hospital**
ADELAIDE, AUSTRALIA

37 **New York-Presbyterian Hospital - Columbia and Cornell**
NEW YORK CITY, UNITED STATES

38 **Universitätsklinik Balgrist**
ZÜRICH, SWITZERLAND

39 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

40 **UCLA Health – Santa Monica Medical Center**
SANTA MONICA, CA, UNITED STATES ■

41 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES ■

42 **Orthopädische Klinik König-Ludwig-Haus**
WÜRZBURG, GERMANY ■

43 **Hospital Clínic de Barcelona**
BARCELONA, SPAIN

44 **Universitätsklinikum Bonn**
BONN, GERMANY

45 **Karolinska Universitetssjukhuset**
SOLNA, SWEDEN ■

46 **Osaka University Hospital**
OSAKA, JAPAN

47 **The University of Tokyo Hospital**
TOKYO, JAPAN

48 **INTO - Instituto Nacional de Traumatologia e Ortopedia Jamil Haddad**
RIO DE JANEIRO, BRAZIL

49 **AP-HP - Hôpital Cochin**
PARIS, FRANCE

50 **Samsung Medical Center**
SEOUL, SOUTH KOREA ■



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FROM LEFT: THOMAS TOLSTRUP/GETTY; WAVE BREAK MEDIA/GETTY

PEDIATRICS



1. **Boston Children's Hospital** BOSTON, UNITED STATES ●●●■
2. **Hospital for Sick Children** TORONTO, CANADA ▲●●
3. **Children's Hospital of Philadelphia** PHILADELPHIA, UNITED STATES ▲●
4. **Children's Hospital Los Angeles** LOS ANGELES, UNITED STATES
5. **Ann & Robert H. Lurie Children's Hospital of Chicago** CHICAGO, UNITED STATES ■
6. **Great Ormond Street Hospital** LONDON, UNITED KINGDOM ▲●●
7. **BC Children's Hospital** VANCOUVER, CANADA
8. **Alberta Children's Hospital** CALGARY, CANADA ▲●
9. **Ospedale Pediatrico Bambino Gesù di Roma** ROME, ITALY ■
10. **Queensland Children's Hospital** SOUTH BRISBANE, AUSTRALIA
11. **Hôpital Necker - Enfants malades** PARIS, FRANCE ●▲
12. **Texas Children's Hospital** HOUSTON, UNITED STATES ▲
13. **Cincinnati Children's Hospital Medical Center** CINCINNATI, UNITED STATES
14. **Seoul National University Hospital** SEOUL, SOUTH KOREA ▲
15. **Children's National Hospital** WASHINGTON, D.C., UNITED STATES ▲
16. **Alder Hey Children's Hospital** LIVERPOOL, UNITED KINGDOM
17. **The Mount Sinai Hospital** NEW YORK CITY, UNITED STATES
18. **Nationwide Children's Hospital** COLUMBUS, OH, UNITED STATES ▲
19. **Bristol Royal Hospital For Children** BRISTOL, UNITED KINGDOM
20. **Birmingham Children's Hospital** BIRMINGHAM, UNITED KINGDOM
21. **Akron Children's Hospital** AKRON, OH, UNITED STATES
22. **Mayo Clinic - Rochester** ROCHESTER, MN, UNITED STATES
23. **Children's Hospital of Michigan** DETROIT, UNITED STATES ▲
24. **New York-Presbyterian Hospital - Columbia and Cornell** NEW YORK CITY, UNITED STATES
25. **UPMC Children's Hospital of Pittsburgh** PITTSBURGH, UNITED STATES ▲●
26. **The Royal Children's Hospital Melbourne** PARKVILLE, AUSTRALIA
27. **Charité - Universitätsmedizin Berlin** BERLIN, GERMANY
28. **St. Jude Children's Research Hospital** MEMPHIS, TN, UNITED STATES ●
29. **The Children's Hospital at Westmead** WESTMEAD, AUSTRALIA ●●
30. **Lucile Packard Children's Hospital at Stanford** PALO ALTO, CA, UNITED STATES
31. **Hospital Infantil Universitario Niño Jesus** MADRID, SPAIN ■
32. **A.C. Camargo Cancer Center** SAO PAULO, BRAZIL ●
33. **Johns Hopkins All Children's Hospital** ST. PETERSBURG, FL, UNITED STATES ▲▲●
34. **Stollery Children's Hospital** EDMONTON, CANADA
35. **Istituto Giannina Gaslini** GENOA, ITALY
36. **Seattle Children's Hospital** SEATTLE, UNITED STATES
37. **Nemours Children's Hospital, Delaware** WILMINGTON, DE, UNITED STATES
38. **Massachusetts General Hospital** BOSTON, UNITED STATES
39. **University of Chicago Medical Center** CHICAGO, UNITED STATES
40. **Children's Hospital Colorado** COLORADO SPRINGS, CO, UNITED STATES ●
41. **Emory University Hospital** ATLANTA, UNITED STATES
42. **Nicklaus Children's Hospital** MIAMI, UNITED STATES
43. **Royal Hospital for Sick Children** EDINBURGH, UNITED KINGDOM
44. **A.O. Ospedali Riuniti Marche Nord - Presidio San Salvatore Centro** PESARO, ITALY
45. **Ospedale dei Bambini Vittore Buzzi - ASST Fatebenefratelli-Sacco** MILAN, ITALY
46. **Vanderbilt University Medical Center** NASHVILLE, TN, UNITED STATES
47. **Aalborg Universitetshospital** AALBORG, DENMARK
48. **Children's Medical Center of Dallas** DALLAS, UNITED STATES
49. **Royal Belfast Hospital for Sick Children** BELFAST, UNITED KINGDOM
50. **University Hospitals Rainbow Babies & Childrens** CLEVELAND, UNITED STATES ▲
51. **IWK Health Centre** HALIFAX, CANADA
52. **National Center for Child Health and Development** TOKYO, JAPAN
53. **Hospital Universitario La Paz** MADRID, SPAIN ▲
54. **The Johns Hopkins Hospital** BALTIMORE, UNITED STATES
55. **Sydney Children's Hospital** RANDWICK, AUSTRALIA
56. **Johns Hopkins Bayview Medical Center / Johns Hopkins Bayview Medical Center / BMS at Yard 56** BALTIMORE, UNITED STATES ▲
57. **Arkansas Children's Hospital** LITTLE ROCK, AR, UNITED STATES ▲
58. **Hospital General Universitario Gregorio Marañón** MADRID, SPAIN
59. **Duke University Hospital** DURHAM, NC, UNITED STATES
60. **Children's Hospital New Orleans** NEW ORLEANS, UNITED STATES
61. **Sir Ganga Ram Hospital** NEW DELHI, INDIA
62. **Great North Children's Hospital** NEWCASTLE UPON TYNE, UNITED KINGDOM ▲
63. **UNC Medical Center** CHAPEL HILL, NC, UNITED STATES
64. **Kanagawa Children's Medical Center** YOKOHAMA, JAPAN
65. **Asan Medical Center** SEOUL, SOUTH KOREA
66. **CHU Sainte-Justine** MONTREAL, CANADA
67. **Children's Hospital of Eastern Ontario (CHEO)** OTTAWA, CANADA ●
68. **Guy's Hospital** LONDON, UNITED KINGDOM
69. **Children's Mercy Hospital** KANSAS CITY, MO, UNITED STATES
70. **Hospital Sirio Libanes** SAO PAULO, BRAZIL
71. **Abbott Northwestern Hospital** MINNEAPOLIS, UNITED STATES

STANDOUT TREATMENTS: ● = *Cardiac Surgery* ● = *Cardiology* ● = *Endocrinology* ● = *Oncology* ● = *Orthopedics* ▲ = *Neurosurgery* ▲ = *Neonatology* ▲ = *Neurology* ▲ = *Pulmonology*



■ = *PROMs*

72 **Hospital Israelita Albert Einstein**
SAO PAULO, BRAZIL

73 **All India Institute of Medical Sciences - Delhi**
NEW DELHI, INDIA

74 **Hamilton Health - McMaster Children's Hospital**
HAMILTON, CANADA

75 **Allgemeines Krankenhaus der Stadt Wien - Medizinischer Universitätscampus**
WIEN, AUSTRIA

76 **Rady Children's Hospital**
SAN DIEGO, UNITED STATES

77 **Perth Children's Hospital**
NEDLANDS, AUSTRALIA

78 **Dell Children's Medical Center of Central Texas**
AUSTIN, TX, UNITED STATES

79 **University of Miami Hospital**
MIAMI, UNITED STATES

80 **Hospital Infantil Pequeno Principe**
CURITIBA, BRAZIL

81 **Meyer - Azienda Ospedaliero Universitaria**
FLORENCE, ITALY

82 **Cleveland Clinic**
CLEVELAND, UNITED STATES

83 **AP-HP - Hôpital Européen Georges Pompidou**
PARIS, FRANCE

84 **Hospital Universitario Virgen del Rocío**
SEVILLE, SPAIN

85 **Universitätsklinikum Hamburg-Eppendorf**
HAMBURG, GERMANY

86 **Phoenix Children's Hospital**
PHOENIX, UNITED STATES

87 **IRCCS Materno Infantile Burlo Garofolo**
TRIESTE, ITALY

88 **Hospital Universitario Virgen de Las Nieves**
GRANADA, SPAIN

89 **Addenbrooke's**
CAMBRIDGE, UNITED KINGDOM

90 **Ewha Womans University Medical Center**
SEOUL, SOUTH KOREA

91 **Connecticut Children's Medical Center**
HARTFORD, CT, UNITED STATES ▲

92 **Advocate Sherman Hospital**
ELGIN, IL, UNITED STATES

93 **St. Louis Children's Hospital**
ST. LOUIS, UNITED STATES

94 **LMU Klinikum**
MUNICH, GERMANY ■

95 **Charing Cross Hospital**
LONDON, UNITED KINGDOM

96 **Universitätsklinikum Düsseldorf**
DÜSSELDORF, GERMANY

97 **Shriners Hospital For Children - Chicago**
CHICAGO, UNITED STATES

98 **Hospital de Ensino da UNIFESP**
SAO PAULO, BRAZIL

99 **Korea University - Anam Hospital**
SEOUL, SOUTH KOREA

100 **The Catholic University of Korea - Eunpyeong St. Mary's Hospital**
SEOUL, SOUTH KOREA

101 **Mount Sinai Hospital**
TORONTO, CANADA

102 **Children's Hospital of Wisconsin**
MILWAUKEE, UNITED STATES

103 **Nemours Children's Hospital**
ORLANDO, FL, UNITED STATES

104 **Children's Hospital Colorado**
AURORA, CO, UNITED STATES

105 **Mount Sinai Beth Israel**
NEW YORK CITY, UNITED STATES

106 **Universitätsklinikum Essen**
ESSEN, GERMANY

107 **The University of Tokyo Hospital**
TOKYO, JAPAN

108 **Karolinska Universitetssjukhuset**
SOLNA, SWEDEN ■

109 **Mayo Clinic - Jacksonville**
JACKSONVILLE, FL, UNITED STATES

110 **Universitätsklinikum Heidelberg**
HEIDELBERG, GERMANY

111 **Stavanger Universitetssjukehus**
STAVANGER, NORWAY

112 **Apollo Children's Hospital**
CHENNAI, INDIA ▲

113 **Vestische Kinder- und Jugendklinik Datteln**
DATTELN, GERMANY

114 **Sana Kliniken Leipziger Land**
BORNA, GERMANY

115 **Kyung Hee University - Hospital at Gangdong**
SEOUL, SOUTH KOREA

116 **Hospital Clínico Universitario Virgen de la Arrixaca**
MURCIA, SPAIN

117 **Hanyang University Medical Center**
SEOUL, SOUTH KOREA

118 **Women's and Children's Hospital**
NORTH ADELAIDE, AUSTRALIA

119 **Hospital Infantil Sabara**
SAO PAULO, BRAZIL

120 **Centre Hospitalier Universitaire Vaudois**
LAUSANNE, SWITZERLAND

121 **Akita University Hospital**
AKITA, JAPAN

122 **Children's Hospital of The King's Daughters**
NORFOLK, VA, UNITED STATES

123 **Tokyo Metropolitan Children's Medical Center**
TOKYO, JAPAN

124 **La Rabida Children's Hospital**
CHICAGO, UNITED STATES

125 **Jacobs Medical Center at UC San Diego Health**
SAN DIEGO, UNITED STATES

126 **Universitäts-Kinderspital beider Basel (UKBB)**
BASEL, SWITZERLAND

127 **Deutsches Zentrum für Kinder- und Jugendrheumatologie**
GARMISCH-PARTENKIRCHEN, GERMANY

128 **Hospital Universitario de Cruces**
BARAKALDO, SPAIN

129 **Hôpital Notre-Dame**
MONTREAL, CANADA

130 **Azienda Ospedaliera Universitaria Federico II di Napoli**
NAPLES, ITALY

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▲ = *Urology*

131 **Altonaer Kinderkrankenhaus**
HAMBURG, GERMANY

132 **Hospital Español de México**
CIUDAD DE MÉXICO, MEXICO

133 **EvergreenHealth Medical Center**
KIRKLAND, WA, UNITED STATES

134 **Osaka Women's and Children's Hospital**
OSAKA, JAPAN

135 **Children's Home of Pittsburgh**
PITTSBURGH, UNITED STATES

136 **Keimyung University - Dongsan Medical Center**
DAEGU METROPOLITAN CITY, SOUTH KOREA

137 **Inha University Hospital**
INCHEON METROPOLITAN CITY, SOUTH KOREA

138 **Pusan National University Hospital**
BUSAN, SOUTH KOREA

139 **Chung-Ang University Hospital**
SEOUL, SOUTH KOREA

140 **Shriners Hospital For Children - Boston**
BOSTON, UNITED STATES

141 **Children's Hospital & Medical Center Omaha**
OMAHA, NE, UNITED STATES

142 **Hospital E Maternidade Sepaco**
SAO PAULO, BRAZIL

143 **Ajou University Hospital**
SUWON, SOUTH KOREA

144 **Children's Hospital of Orange County**
ORANGE, CA, UNITED STATES

145 **Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

146 **SoonChunHyang University Hospital - Seoul**
SEOUL, SOUTH KOREA

147 **Nagoya University Hospital**
NAGOYA, JAPAN

148 **Osaka University Hospital**
OSAKA, JAPAN

149 **Rainbow Children's Hospital & BirthRight**
HYDERABAD, INDIA

150 **Abbeville General Hospital**
ABBEVILLE, LA, UNITED STATES

PULMONOLOGY

1 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

2 **Massachusetts General Hospital**
BOSTON, UNITED STATES

3 **Cleveland Clinic**
CLEVELAND, UNITED STATES

4 **Royal Brompton Hospital**
LONDON, UNITED KINGDOM

5 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

6 **The Johns Hopkins Hospital**
BALTIMORE, UNITED STATES

7 **National Jewish Health**
DENVER, UNITED STATES

8 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

9 **New York-Presbyterian Hospital - Columbia and Cornell**
NEW YORK CITY, UNITED STATES

10 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

11 **Jacobs Medical Center at UC San Diego Health**
SAN DIEGO, UNITED STATES

12 **Cedars-Sinai Medical Center**
LOS ANGELES, UNITED STATES

13 **University of Washington Medical Center**
SEATTLE, UNITED STATES

14 **Brigham and Women's Hospital**
BOSTON, UNITED STATES

15 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES

16 **AP-HP - Hôpital Universitaire Pitié Salpêtrière**
PARIS, FRANCE

17 **Hospital of the University of Pennsylvania - Penn Presbyterian**
PHILADELPHIA, UNITED STATES

18 **Barnes-Jewish Hospital**
ST. LOUIS, UNITED STATES

19 **University of Michigan Hospitals - Michigan Medicine**
ANN ARBOR, MI, UNITED STATES

20 **Hospital General Universitario Gregorio Marañón**
MADRID, SPAIN

21 **Memorial Sloan Kettering Cancer Center**
NEW YORK CITY, UNITED STATES

22 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

23 **Charité - Universitätsmedizin Berlin**
BERLIN, GERMANY

24 **Thoraxklinik Heidelberg**
HEIDELBERG, GERMANY

25 **Mount Sinai Hospital**
TORONTO, CANADA

26 **MD Anderson Cancer Center**
HOUSTON, UNITED STATES

27 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

28 **Samsung Medical Center**
SEOUL, SOUTH KOREA

29 **UCLA Health – Santa Monica Medical Center**
SANTA MONICA, CA, UNITED STATES

30 **Hospital Universitario 12 de Octubre**
MADRID, SPAIN

31 **NYU Langone Hospitals**
NEW YORK CITY, UNITED STATES

32 **Asan Medical Center**
SEOUL, SOUTH KOREA

33 **AP-HP - Hôpital Bichat - Claude-Bernard**
PARIS, FRANCE

34 **AP-HP - Hôpital Européen Georges Pompidou**
PARIS, FRANCE

35 **Mayo Clinic - Jacksonville**
JACKSONVILLE, FL, UNITED STATES

36 **Toronto General - University Health Network**
TORONTO, CANADA

37 **Seoul National University Hospital**
SEOUL, SOUTH KOREA

38 **The University of Tokyo Hospital**
TOKYO, JAPAN

39 **Mayo Clinic - Health System In Eau Claire**
EAU CLAIRE, WI, UNITED STATES

40 **Johns Hopkins Bayview Medical Center**
BALTIMORE, UNITED STATES

41 **Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

42 **Inha University Hospital**
INCHEON METROPOLITAN CITY, SOUTH KOREA

43 **Yale New Haven Hospital**
NEW HAVEN, CT, UNITED STATES

44 **Center Hospital of the National Center for Global Health and Medicine**
TOKYO, JAPAN

45 **CHU Bordeaux - Groupe hospitalier Pellegrin**
BORDEAUX, FRANCE

46 **Beth Israel Deaconess Medical Center**
BOSTON, UNITED STATES

47 **Medizinische Hochschule Hannover**
HANNOVER, GERMANY

48 **Changi General Hospital (CGH)**
SINGAPORE, SINGAPORE

49 **Policlinico Universitario A. Gemelli**
ROME, ITALY

50 **Keck Hospital of USC**
LOS ANGELES, UNITED STATES

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■ = *PROMs*

UROLOGY

1 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

2 **Memorial Sloan Kettering Cancer Center**
NEW YORK CITY, UNITED STATES

3 **Cleveland Clinic / Cleveland Clinic Glickman Urological & Kidney Institute**
CLEVELAND, UNITED STATES ■

4 **Asan Medical Center**
SEOUL, SOUTH KOREA

5 **Seoul National University Hospital**
SEOUL, SOUTH KOREA

6 **The Johns Hopkins Hospital / Brady Urological Institute at John Hopkins**
BALTIMORE, UNITED STATES

7 **University College Hospital**
LONDON, UNITED KINGDOM

8 **Samsung Medical Center**
SEOUL, SOUTH KOREA ■

9 **MD Anderson Cancer Center**
HOUSTON, UNITED STATES

10 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

11 **AP-HP - Hôpital Universitaire Pitié Salpêtrière**
PARIS, FRANCE

12 **Hospital Sirio Libanes**
SAO PAULO, BRAZIL

13 **Guy's Hospital**
LONDON, UNITED KINGDOM

14 **Seoul National University - Bundang Hospital**
SEONGNAM, SOUTH KOREA

15 **Mayo Clinic - Jacksonville**
JACKSONVILLE, FL, UNITED STATES

16 **Hospital Universitario La Paz**
MADRID, SPAIN

17 **The Catholic University Of Korea - Eunpyeong St. Mary's Hospital**
SEOUL, SOUTH KOREA

18 **Keck Hospital of USC**
LOS ANGELES, UNITED STATES

19 **Hospital Clínic de Barcelona**
BARCELONA, SPAIN

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20 **Sunnybrook Health Sciences Centre**
TORONTO, CANADA

21 **Vanderbilt University Medical Center**
NASHVILLE, TN, UNITED STATES

22 **University Hospitals Cleveland Medical Center**
CLEVELAND, UNITED STATES

23 **Singapore General Hospital (SGH)**
SINGAPORE, SINGAPORE

24 **Azienda Ospedaliera di Padova**
PADUA, ITALY

25 **Massachusetts General Hospital**
BOSTON, UNITED STATES

26 **Severance Hospital - Yonsei University**
SEOUL, SOUTH KOREA

27 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

28 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

29 **Kyoto University Hospital**
KYOTO, JAPAN

30 **Houston Methodist Hospital**
HOUSTON, UNITED STATES

31 **Hospital Universitario 12 de Octubre**
MADRID, SPAIN

32 **All India Institute of Medical Sciences - Delhi**
NEW DELHI, INDIA

33 **Hospital General Universitario Gregorio Marañón**
MADRID, SPAIN

34 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES ■

35 **University of Colorado Hospital**
AURORA, CO, UNITED STATES

36 **AP-HP - Hôpital Cochin**
PARIS, FRANCE

37 **Cedars-Sinai Medical Center**
LOS ANGELES, UNITED STATES

38 **Hospital of the University of Pennsylvania - Penn Presbyterian**
PHILADELPHIA, UNITED STATES

39 **Toronto General - University Health Network**
TORONTO, CANADA

40 **Medanta The Medicity**
GURUGRAM, INDIA

41 **CMC Vellore Town Campus**
VELLORE, INDIA

42 **Brigham and Women's Faulkner Hospital**
BOSTON, UNITED STATES

43 **University of Michigan Hospitals - Michigan Medicine**
ANN ARBOR, MI, UNITED STATES

44 **Korea University - Anam Hospital**
SEOUL, SOUTH KOREA

45 **Cleveland Clinic - Florida**
WESTON, FL, UNITED STATES

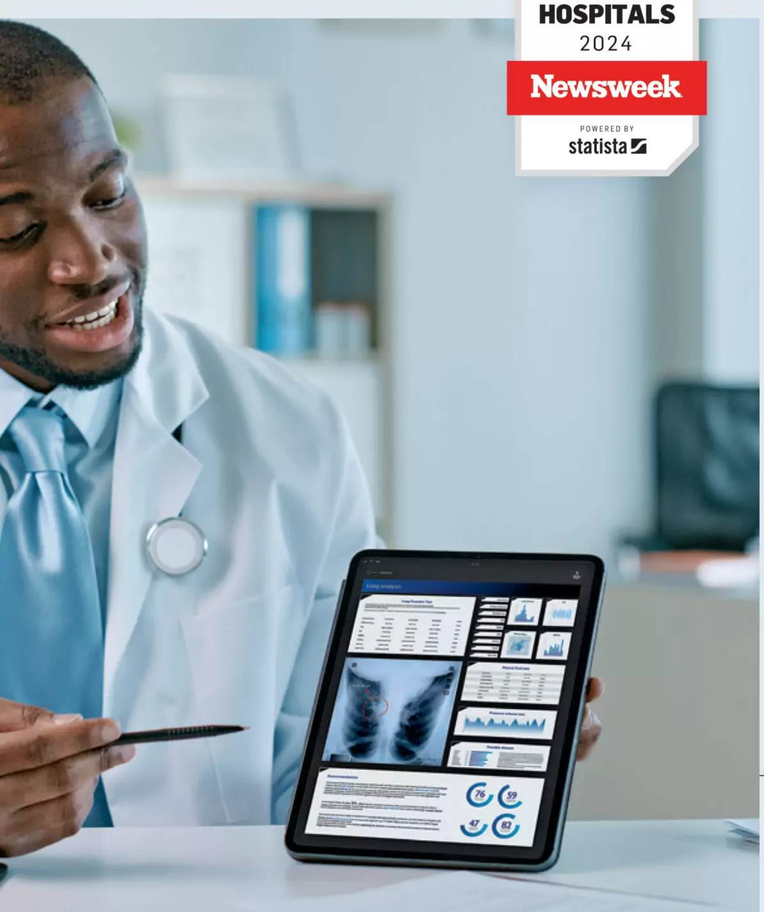
46 **Gleneagles Hospital**
SINGAPORE, SINGAPORE

47 **Northwestern Memorial Hospital**
CHICAGO, UNITED STATES

48 **NYU Langone Hospitals**
NEW YORK CITY, UNITED STATES

49 **Ospedale San Raffaele - Gruppo San Donato**
MILAN, ITALY

50 **AP-HP - Hôpital Européen Georges Pompidou**
PARIS, FRANCE



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THE WORLD'S

BEST SMART HOSPITALS

2024

MEDICINE AND TECHNOLOGY ARE entwined, as some of the most significant medical advances have been made possible only through technological innovation. Today, we are seeing the rise of smart technologies that share medical information faster and more accurately while providing improved patient care.

For the third year, *Newsweek* and Statista are proud to share the World's Best Smart Hospitals 2024. This list awards 330 hospitals from 28 countries that stand out for their use of electronic functionalities, telemedicine, digital imaging, AI and robotics. See Newsweek.com/wbsh-2024 for the full list; a smaller number appears in print due to space constraints.

Hospitals on our list include well-respected facilities like Mayo Clinic, Cleveland Clinic, The Johns Hopkins Hospital and Mount Sinai Hospital in the U.S., Charite-Universitätsmedizin Berlin in Germany, Samsung Medical Center in South Korea and Sheba Medical Center in Israel. We hope our ranking is helpful in finding the right hospital for yourself or a loved one.

▸ **Nancy Cooper**, *Global Editor in Chief*



METHODOLOGY

Smart Hospitals use state-of-the art technology to fundamentally rethink how care is delivered within the health system. Taking advantage of these new technologies can not only improve care delivery outcomes and efficiencies within the hospital but can help to drive health goals around prevention, population health and quality of life outcomes.

To provide more transparency in hospitals' efforts to implement digital health technologies around the globe, Statista and *Newsweek* have partnered to identify the World's Best Smart Hospitals.

The third edition of World's Best Smart Hospitals awards the top 330 hospitals in the field. See Newsweek.com/wbsh-2024 for the full list. The ranking process is based on three main steps:

1 _ INTERNATIONAL ONLINE SURVEY: Hospital managers and health care professionals with knowledge about smart hospitals were asked to recommend leading smart hospitals across the globe.

2 _ STATISTA SMART HOSPITALS MATURITY SURVEY: Implementation and usage of digital technologies in the hospital was assessed by hospitals and validated by chief digital/information officers or senior management.

3 _ DESK RESEARCH FOR EVERY NOMINATED HOSPITAL AS VALIDATION FOR THIS HOSPITAL'S ACHIEVEMENTS.
The total list of 330 includes smart hospitals from 28 different countries: U.S. (101), Germany (24), U.K. (22), Italy (21), France (20), Spain (15), South Korea (14), Switzerland (13), Canada (12), Japan (10), The Netherlands (9), Singapore (9), Denmark (8), Australia (7), Brazil (6), Finland (5), Belgium (4), Sweden (4), Taiwan (4), Austria (3), United Arab Emirates (2), India (2), Mexico (2), Saudi Arabia (1), Lebanon (1) and Thailand (1).

Scoring Model

- **National recommendations (45 percent)**
- **International recommendations (50 percent)**
- **Statista Smart Hospitals Maturity Survey (5 percent)**

International Online Survey

During the survey period from June to July 2023 Statista invited thousands of hospital managers and medical professionals with knowledge about smart hospitals to an online survey. The survey was also promoted on newsweek.com.

Participants were invited via email. For participation on newsweek.com, email verification was mandatory.Over 4,000 votes were collected. Participants were asked to recommend hospitals that are notable smart hospitals. Recommendations for own employer/hospital were not allowed. A score was calculated for each hospital based on the number of recommendations. International recommendations were weighted higher than national ones.

Participants were asked to assign a ranking position (that is, top 1, top 5, top 10, top 50, etc.) to hospitals. Additionally, the professional experience of the participant was considered, and participants could name a standout category:

- **Electronic Functionalities**
- **Telemedicine**
- **Digital Imaging**
- **Artificial Intelligence**
- **Robotics**

Statista Smart Hospitals Maturity Survey

The hospital survey enables data collection on the usage of digital technologies directly from the hospitals. Hospitals were invited to participate in the Statista Smart Hospitals Maturity Survey to assess the implementation and usage of their digital technologies. The questionnaire was designed with the guidance and input of an expert panel. (See the World's Best Smart Hospitals 2024 methodology for members of the panel.) Survey results had to be validated by an authorized person—for example, managing director/senior management or chief information officer to be used in the evaluation. The digital technologies considered are:

1 _ Electronic functionalities for example, implementation of hospital information system.
2 _ Telemedicine e.g., implementation of technical equipment to conduct teleconsultations.
3 _ Digital Imaging e.g., usage of virtual reality and augmented reality tools to support diagnosis and treatment of patients.
4 _ Artificial Intelligence e.g., usage of artificial intelligence and machine learning tools for data analysis and evaluation.
5 _ Robotics e.g., implementation and evaluation of robotic surgery.

Participants had to respond to at least three out of five categories. The Smart Hospitals Maturity Survey score constitutes 5 percent of the overall hospital score.

Desk Research for Every Nominated Hospital

Every nominated hospital was reviewed through a rigorous quality assurance process via desk research. The project team conducted desk research and analyzed the implementation of smart technologies in eligible hospitals.

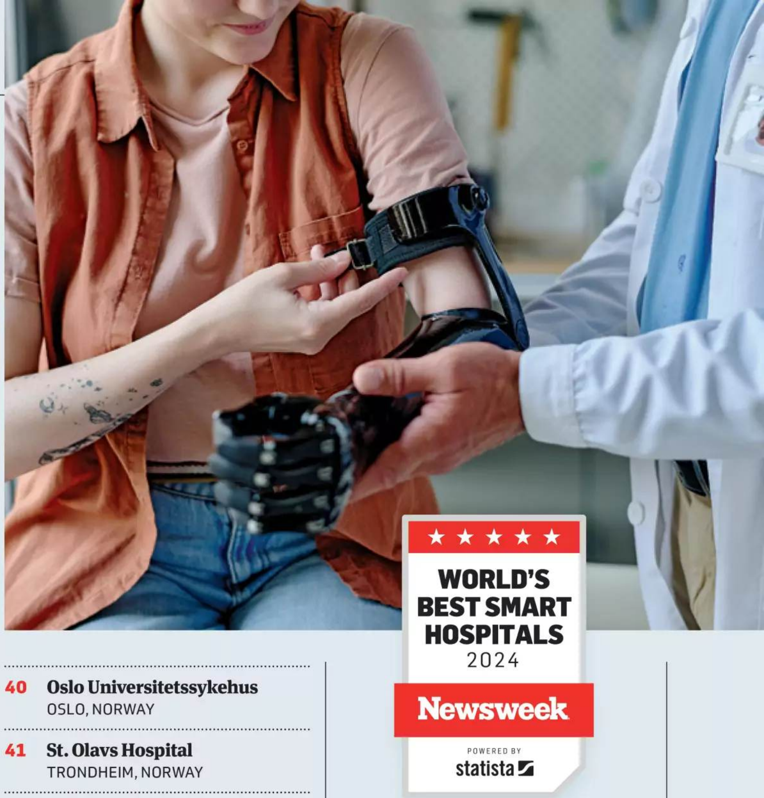
Sources used for review of technological innovations: established health care technology websites (for example, healthcareglobal.com), scientific publications (for example, pubmed) and press releases.

Survey subcategories were used as keywords for the search. Other keywords used: technological innovation, Internet of things (IoT), machine learning, smart buildings and preventive analytics.

The rankings are composed exclusively of hospitals eligible regarding the scope described here. The ranking is the result of an elaborate process that, due to the interval of data collection and analysis, is a reflection of the past 12 months. Events preceding or following the period August 2nd, 2022 to August 1st, 2023, and/or pertaining to individual persons affiliated/associated with the hospitals were not included in the metrics. As such, the results of this ranking should not be used as the sole source of information for future deliberations. The information should be considered in conjunction with other available information about hospitals or, if possible, accompanied by a visit to a facility. The quality of hospitals that are not included in the rankings is not disputed.



FROM TOP: DENES FARKAS/GETTY; GORODENKOFF/GETTY



TOP 150

1 **Mayo Clinic - Rochester**
ROCHESTER, MN, UNITED STATES

2 **Cleveland Clinic**
CLEVELAND, UNITED STATES

3 **Massachusetts General Hospital**
BOSTON, UNITED STATES

4 **The Johns Hopkins Hospital**
BALTIMORE, UNITED STATES

5 **The Mount Sinai Hospital**
NEW YORK CITY, UNITED STATES

6 **MD Anderson Cancer Center**
HOUSTON, UNITED STATES

7 **Memorial Sloan Kettering Cancer Center**
NEW YORK CITY, UNITED STATES

8 **Brigham and Women's Hospital**
BOSTON, UNITED STATES

9 **Charité - Universitätsmedizin Berlin**
BERLIN, GERMANY

10 **Karolinska Universitetssjukhuset**
SOLNA, SWEDEN

11 **Houston Methodist Hospital**
HOUSTON, UNITED STATES

12 **Cedars-Sinai Medical Center**
LOS ANGELES, UNITED STATES

13 **New York-Presbyterian Hospital - Columbia and Cornell**
NEW YORK CITY, UNITED STATES

14 **Sheba Medical Center**
RAMAT GAN, ISRAEL

15 **Aarhus Universitetshospital**
AARHUS, DENMARK

16 **Stanford Health Care - Stanford Hospital**
STANFORD, CA, UNITED STATES

17 **Abbott Northwestern Hospital**
MINNEAPOLIS, UNITED STATES

18 **Boston Medical Center**
BOSTON, UNITED STATES

19 **Beth Israel Deaconess Medical Center**
BOSTON, UNITED STATES

20 **Universitätsklinikum Essen**
ESSEN, GERMANY

21 **AP-HP - Hôpital Européen Georges Pompidou**
PARIS, FRANCE

22 **Gustave Roussy**
VILLEJUIF, FRANCE

23 **Mayo Clinic - Phoenix**
PHOENIX, UNITED STATES

24 **Mount Sinai Morningside**
NEW YORK CITY, UNITED STATES

25 **Samsung Medical Center**
SEOUL, SOUTH KOREA

26 **UCLA Health – Santa Monica Medical Center**
SANTA MONICA, CA, UNITED STATES

27 **Aalborg Universitetshospital**
AALBORG, DENMARK

28 **AP-HP - Hôpital Universitaire Pitié Salpêtrière**
PARIS, FRANCE

29 **UCLA Health – Ronald Reagan Medical Center**
LOS ANGELES, UNITED STATES

30 **Saratoga Hospital**
SARATOGA SPRINGS, NY, UNITED STATES

31 **Changi General Hospital (CGH)**
SINGAPORE, SINGAPORE

32 **UCSF Medical Center**
SAN FRANCISCO, UNITED STATES

33 **The University of Tokyo Hospital**
TOKYO, JAPAN

34 **Fortis Memorial Research Institute**
GURUGRAM, INDIA

35 **Tan Tock Seng Hospital**
SINGAPORE, SINGAPORE

36 **Hospital Universitari Vall d'Hebron**
BARCELONA, SPAIN

37 **Hospital Israelita Albert Einstein**
SAO PAULO, BRAZIL

38 **Mayo Clinic - Jacksonville**
JACKSONVILLE, FL, UNITED STATES

39 **Istituto Clinico Humanitas**
ROZZANO, ITALY

40 **Oslo Universitetssykehus**
OSLO, NORWAY

41 **St. Olavs Hospital**
TRONDHEIM, NORWAY

42 **Barnes-Jewish Hospital**
ST. LOUIS, UNITED STATES

43 **Gleneagles Hospital**
SINGAPORE, SINGAPORE

44 **Helsinki University Hospital**
HELSINKI, FINLAND

45 **Universitätsspital Zürich**
ZÜRICH, SWITZERLAND

46 **Hospital For Special Surgery**
NEW YORK CITY, UNITED STATES

47 **Brigham and Women's Faulkner Hospital**
BOSTON, UNITED STATES

48 **Hospital of the University of Pennsylvania - Penn Presbyterian**
PHILADELPHIA, UNITED STATES

49 **Erasmus MC**
ROTTERDAM, THE NETHERLANDS

50 **Toronto General - University Health Network**
TORONTO, CANADA

51 **Boston Children's Hospital**
BOSTON, UNITED STATES

52 **Duke University Hospital**
DURHAM, NC, UNITED STATES

53 **Jefferson Health - Thomas Jefferson University Hospitals**
PHILADELPHIA, UNITED STATES

54 **Akademiska Sjukhuset**
UPPSALA, SWEDEN

55 **Seoul National University Hospital**
SEOUL, SOUTH KOREA

56 **University of Chicago Medical Center**
CHICAGO, UNITED STATES

57 **Asan Medical Center**
SEOUL, SOUTH KOREA

58 **Kyoto University Hospital**
KYOTO, JAPAN

59 **Ospedale San Raffaele - Gruppo San Donato**
MILAN, ITALY

60 **Hospital General Universitario Gregorio Marañón**
MADRID, SPAIN

61 **Centre Hospitalier Universitaire Vaudois**
LAUSANNE, SWITZERLAND

62 **Hospital Clínic de Barcelona**
BARCELONA, SPAIN

63 **Mount Sinai Medical Center**
MIAMI BEACH, FL, UNITED STATES

64 **Azienda Ospedaliera San Camillo Forlanini**
ROME, ITALY

65 **Ospedale Pediatrico Bambino Gesù di Roma**
ROME, ITALY

66 **Centre hospitalier de l'Université de Montréal**
MONTREAL, CANADA

67 **Universitätsklinikum Düsseldorf**
DÜSSELDORF, GERMANY

STANDOUT TREATMENTS: ● = *Electronic Functionalities* ● = *Telemedicine* ● = *Digital Imaging* ● = *Artificial Intelligence* ● = *Robotics* ▲ = *Hospital Survey*



SEVENTYFOUR/GETTY

68 Johns Hopkins Bayview Medical Center
BALTIMORE, UNITED STATES

69 NYU Langone Hospitals
NEW YORK CITY, UNITED STATES

70 Singapore General Hospital (SGH)
SINGAPORE, SINGAPORE

71 Nagoya University Hospital
NAGOYA, JAPAN

72 University College Hospital
LONDON, UNITED KINGDOM

73 Clemenceau Medical Center
BEIRUT, LEBANON

74 Hospital Sirio Libanes
SAO PAULO, BRAZIL

75 St Thomas' Hospital
LONDON, UNITED KINGDOM

76 Hospital Universitario La Paz
MADRID, SPAIN

77 Lucile Packard Children's Hospital at Stanford
PALO ALTO, CA, UNITED STATES

78 The Ottawa Hospital
OTTAWA, CANADA

79 Policlinico Universitario A. Gemelli
ROME, ITALY

80 Children's Medical Center of Dallas
DALLAS, TX, UNITED STATES

81 Guy's Hospital
LONDON, UNITED KINGDOM

82 Klinikum rechts der Isar der Technischen Universität München
MUNICH, GERMANY

83 Mount Sinai Hospital
TORONTO, CANADA

84 Maastricht UMC+
MAASTRICHT, THE NETHERLANDS

85 Hospital Universitario 12 de Octubre
MADRID, SPAIN

86 Universitätsklinikum Heidelberg
HEIDELBERG, GERMANY

87 Universitätsklinikum Hamburg-Eppendorf
HAMBURG, GERMANY

88 AP-HP - Hôpital Saint-Louis
PARIS, FRANCE

89 North York General Hospital
TORONTO, CANADA

90 Yale New Haven Hospital
NEW HAVEN, CT, UNITED STATES

91 Royal Brompton Hospital
LONDON, UNITED KINGDOM

92 Allgemeines Krankenhaus der Stadt Wien - Medizinischer Universitätscampus
WIEN, AUSTRIA

93 Emory University Hospital
ATLANTA, UNITED STATES

94 Ospedale Casa Sollievo della Sofferenza
SAN GIOVANNI ROTONDO, ITALY

95 Keio University Hospital
TOKYO, JAPAN

96 Apollo Hospital - Chennai
CHENNAI, INDIA

97 Tel-Aviv Sourasky Medical Center
TEL AVIV, ISRAEL

98 Inselspital Bern
BERN, SWITZERLAND

99 Wooridul Hospital
SEOUL, SOUTH KOREA

100 Gangnam Severance Hospital - Yonsei University
SEOUL, SOUTH KOREA

101 University of Michigan Hospitals - Michigan Medicine
ANN ARBOR, MI, UNITED STATES

102 Cleveland Clinic Abu Dhabi
ABU DHABI, UNITED ARAB EMIRATES

103 Seoul National University - Bundang Hospital
SEONGNAM, SOUTH KOREA

104 Amsterdam UMC
AMSTERDAM, THE NETHERLANDS

105 Baylor St. Luke's Medical Center
HOUSTON, UNITED STATES

106 Addenbrooke's
CAMBRIDGE, UNITED KINGDOM

107 Adventhealth Orlando
ORLANDO, FL, UNITED STATES

108 Mayo Clinic - Health System In Eau Claire
EAU CLAIRE, WI, UNITED STATES

109 Children's Hospital of Philadelphia
PHILADELPHIA, UNITED STATES

110 Moorfields Eye Hospital (City Road)
LONDON, UNITED KINGDOM

111 Royal Melbourne Hospital - Parkville
PARKVILLE, AUSTRALIA

112 Humber River Hospital
TORONTO, CANADA

113 UMC Utrecht
UTRECHT, THE NETHERLANDS

114 Great Ormond Street Hospital
LONDON, UNITED KINGDOM

115 Vancouver General Hospital
VANCOUVER, CANADA

116 Kameda Medical Center
KAMOGAWA, JAPAN

117 Cleveland Clinic - Florida
WESTON, FL, UNITED STATES

118 CHU Lille - Hôpital Claude-Huriez
LILLE, FRANCE

119 LMU Klinikum
MUNICH, GERMANY

120 Clinica Universidad de Navarra
PAMPLONA, SPAIN

121 Mackenzie Richmond Hill Hospital
RICHMOND HILL, CANADA

122 Charing Cross Hospital
LONDON, UNITED KINGDOM

123 Rigshospitalet - København
KØBENHAVN, DENMARK

124 CHU Strasbourg - Hôpital Civil
STRASBOURG, FRANCE

125 Hurley Medical Center
FLINT, MI, UNITED STATES

126 UZ Leuven - Campus Gasthuisberg
LEUVEN, BELGIUM

127 Cambridge Medical Center
CAMBRIDGE, MN, UNITED STATES

128 Istituto Giannina Gaslini
GENOVA, ITALY

129 Vanderbilt University Medical Center
NASHVILLE, TN, UNITED STATES

130 Royal Free Hospital
LONDON, UNITED KINGDOM

131 Northwestern Memorial Hospital
CHICAGO, UNITED STATES

132 Hôpital Lyon Sud (HCL)
PIERRE BENITE, FRANCE

133 Agaplesion Diakonieklinikum Hamburg
HAMBURG, GERMANY

134 Deutsches Herzzentrum der Charité
BERLIN, GERMANY

135 Peter MacCallum Cancer Centre
MELBOURNE, AUSTRALIA

136 University of Utah Hospital
SALT LAKE CITY, UNITED STATES

137 UPMC Presbyterian & Shadyside
PITTSBURGH, UNITED STATES

138 Universitätsklinikum Tübingen
TÜBINGEN, GERMANY

139 Rush University Medical Center
CHICAGO, UNITED STATES

140 Dignity Health - California Hospital Medical Center
LOS ANGELES, UNITED STATES

141 UT Southwestern Medical Center
DALLAS, UNITED STATES

142 Duke Regional Hospital
DURHAM, NC, UNITED STATES

143 Jacobs Medical Center at UC San Diego Health
SAN DIEGO, UNITED STATES

144 CHU Bordeaux - Groupe hospitalier Pellegrin
BORDEAUX, FRANCE

145 King's College Hospital
LONDON, UNITED KINGDOM

146 Juntendo University Hospital
TOKYO, JAPAN

147 Universitätsklinikum Schleswig-Holstein - Campus Kiel
KIEL, GERMANY

148 Tampere University Hospital
TAMPERE, FINLAND

149 University of Washington Medical Center
SEATTLE, UNITED STATES

150 Baptist Hospital of Miami
MIAMI, UNITED STATES

▸ VIEW THE LIST ONLINE AT Newsweek.com/wbsh-2024

Pennsylvania - A mindset at the intersection of forward-thinking and hard work

With the sixth-largest economy in the US, and a GDP larger than wealthy Switzerland's, nearing $1trn, Pennsylvania is an American economic powerhouse. It benefits from its diversification, with thriving manufacturing, agriculture, financial services, education, and tech industries, as well as its location and large domestic market. The Commonwealth of Pennsylvania, to give it its formal name, is home to world-leading companies such as pharmaceutical business AmerisourceBergen, metals producer US Steel, and Comcast, one of the world's largest media companies. Newly elected Governor Josh Shapiro has outlined his bullish view of the state's future, and his determination to build on the Commonwealth's strengths through unleashing the power of its businesses.

"Thanks to our world-class universities and research institutions, our bountiful natural resources, and our skilled workforce, Pennsylvania is poised to be a leader for decades to come," Shapiro said in his 2023 budget address. "We can secure that future – but to do it, we need to invest more in economic opportunity, cut through the red tape, and move at the speed of business."

In his first week as Governor, Shapiro created the Office of Transformation and Opportunity by executive order. The organisation is a one-stop shop "to help connect the dots" and give businesses the support they require to grow and thrive. The state's chief transformation officer, Ben Kirshner, met dozens of business leaders within months of his appointment by Shapiro in January, identifying bottlenecks that businesses have when they work with the Commonwealth, and drawing up a plan to streamline such processes. In the third week of his mandate, Shapiro signed another executive order to transform how the state government approaches licencing, certification, and permitting, with the aim of cutting bureaucratic inefficiencies and reducing the time businesses have to wait for licenses, certificates, and permits.

The 2023 budget aims to support innovation and economic development through measures including a 50% increase in the state's Manufacturing Innovation Programme, which connects Pennsylvania's universities with its businesses to spur innovation. It also allocates $13m for the Pennsylvania First Programme, which aims to make the Commonwealth more competitive nationally by providing grants, loans and loan guarantees to facilitate increased investment and job creation.

The state administration's work to strengthen the business environment and support business growth plays to Pennsylvania's age-old competitive advantages, and most of all the mindset of its hard-working, forward-thinking and entrepreneurial people.

"The Pittsburgh area for many years was an industrial centre," says Ryan Hicke, president of Oaks, Pennsylvania-based SEI Investments, which provides technology and investment solutions to the financial services sector. "But there's a work ethic, there's a mindset. You go to work. A lot of us grew up that way, and I like that. I admire that. So we have a natural kind of innovation, and history of challenging the norm. You've got a breadth of youth across all these different educational organizations. And then you are instilling that right kind of mindset around hard work, rolling up your sleeves, and challenging the norm. That's unique."



Josh Shapiro
Governor

SEI is a Pennsylvania company with global reach, with a particularly strong presence in jurisdictions including the UK and Ireland. It also has an office in Hong Kong, and is looking to Asia for potential long-term growth opportunities as its partners grow in the continent. Wherever it operates, SEI embraces its home state's can-do, innovative, and ground-breaking approach.

"When you're at the top, that just means everybody is coming for you," says Hicke. "And that's a mindset. That's a culture. But you have to create an infrastructure that embraces risk–that actually rewards failure in the right scenarios. Because if you're holding everything to the standard of optimal success, you're never going to experiment. Somebody made a comment to me a few years ago that has always stuck with me: A failure in a science experiment is a success because they're trying to prove that something failed because their next iteration will just get better since they've ruled something out. And I'm fascinated by that. How do you almost think with that mindset more in the business world?"

This culture has led to Pennsylvania becoming a leading base for knowledge and tech-intensive companies, a position it aims to strengthen with its wave of pro-business reforms and schemes to support innovation.

The US economy has recovered strongly from the covid-19 pandemic, and continues to grow in 2023 despite global headwinds. Inflation is easing, reaching a two-year low in June 2023, and the country is leading the world in investments to boost the energy transition. In this environment, Pennsylvania will surely continue to flourish.

"We have the best, most skilled workers in the country, world-class universities and research institutions, and a growing reputation as a hub for biosciences, robotics, and advanced manufacturing," Shapiro has said. "…I want to plant a flag here in Pennsylvania and show the country that this is the best place to build a business, raise a family, and live a productive, successful life….my administration is sending a clear message: Pennsylvania is open for business."

SEI Investments Company

Building Globally for the Long Term

With strong consumer demand and prime age labour force participation rising beyond its pre-pandemic peak, the US economy has proved "resilient" in an environment of rising interest rates, according to a June 2023 report by the IMF. Real wages have been outstripping inflation – a testament to the country's economic strength. Pennsylvania is a key engine of this, the world's largest economy, and achieved growth of 3.2% in the last quarter of 2022, above the national rate, with the state capitalising on advantages including its economic diversification and industrial and agricultural traditions. As the world's largest economy, and a global economic superpower, the US is backed by a strong finance and insurance sector, worth around $1.7tn of GDP, according to official figures.

Oaks, Pennsylvania-based SEI® provides technology and investment solutions to the US and global financial services sector, with assets under administration of approximately $878bn, and assets under management of approximately $418bn, at the end of the second quarter of 2023.

"We have an unrivalled breadth of clients," says SEI CEO Ryan Hicke. "We have 10 of the top 20 banks in the US and 49 of the top 100 investment managers worldwide[1]. About 85% of our revenues are generated in the US, 15% outside – we have global offices and nearly 4,900 employees spread across the globe, and I'm interested in building our global footprint."

Hicke took over as SEI's second-ever CEO in June 2022 from the company's legendary founder Alfred "Al" P. West Jr., who successfully led and built up the company for more than half a century, from what amounted to a fintech start-up in 1968 to a global provider of investment management, operations, and processing capabilities that connect the financial services industry. West is credited with creating a unique workplace that Wharton Magazine described as "both casual and crackling with energy". West is now executive chairman, and also serves as chairman of the Washington-based American Business Conference, and chairman of the Board of WestBridge, a non-profit that supports the recovery of those with co-occurring mental illness and substance use issues.

"How Al built this company, the epicentre of everything we do is: Is this going to help our client? And that's always been our North Star," says Hicke.

SEI's global footprint includes substantial centres in Dublin and London. Hicke himself spent 12 years in the British capital, where the company has been for 25 years. As its clients look to expand in Asia, launching funds for that fast-growing market, SEI will be there, building its regional capacity alongside them, including looking at opportunities for co-investment. Wherever it goes, SEI will seek to understand its clients' needs and build its presence strategically, offering services across its business lines, as it does in the UK, for example. Throughout, the company will look to transfer models of best practice from regional operations to its offices around the world, and give staff the opportunity to work internationally to support its global, diverse mindset.


Ryan Hicke
CEO

"I'm most interested in markets where all of SEI's capabilities have value," says Hicke. "We can't be everywhere. We need to be thoughtful and strategic. We have a tremendous runway in the US right now with things that we're doing. We have a lot of growth potential in the UK. We have a Luxembourg office, so we have a lot of opportunity in Europe. But without a doubt, Asia has to be on our radar in the next 3 to 5 years."

Hicke has been with SEI for 25 years, and defines three priorities for his leadership of the company. Firstly, revitalising its growth engines. Secondly, reinvigorating and refreshing its culture. And thirdly, attracting and retaining talent inside and outside the US to deliver on long-term goals. Hicke emphases that both the importance of culture as a differentiator on the market, and SEI's long-term approach to business, are rooted in the values West set from the beginning.

"When I think about my role, it's how I'm doing my job to set the company up 8 to 10 years from now, for another 55 years," he says. "We know how reliant our clients are on the stability and longevity of SEI, and we're proud of that. We have a lot of pride and protection in the trust that is associated with the brand. The shareholders trust us, our clients trust us, the employees trust us. We are going to protect that element of the brand."

One of Hicke's tasks is to "get our brand out there" globally, without compromising the humility that is an essential part of its culture. Hicke is keen to highlight the company's size and breadth of operations to potential clients and partners.

"This will give us a chance to get to know people," he says. "When we get people on this campus, they're blown away by the culture, how open we are. But more people need to know who we are."

West refers to innovation as "the key to success". As it enters a new chapter of its development, SEI will continue to place a strong emphasis on innovation and adaptability – and helping its clients innovate and adapt in an uncertain world. This approach is rooted in the culture of its home state – which SEI is proud to call home.

"Firstly, I like the diversity of industry in Pennsylvania," says Hicke. "You've got some big financial services players like SEI, PNC, and Vanguard. There are a lot of pharmaceutical companies. You've got media-communications like Comcast. Secondly, the number of colleges and universities we have is an enormous advantage for us and external investors. We need to figure out how to get the top talent that goes to university in the region to stay. And thirdly, there is culture and mindset. There is a work ethic in Pennsylvania that is extremely impressive. This is the birthplace of America, and it's an exciting place to be."

[1] Based on Pensions & Investments' "Largest Money Managers" 2021 ranking.





Down to Earth
Reba McIntire shares her thoughts on joining *The Voice* as a judge, and her upcoming album and book, *Not That Fancy.* ▸ P.64

UNCHARTED

Unique Cheeses Around the World

If you're a curd nerd, your cheese repertoire may extend beyond British Cheddar and Spanish Manchego, but chances are you haven't heard of Nagelkaas, a clove-studded Gouda from the Netherlands, or Anthill, a soft goat cheese from Australia encrusted with dried green weaver ants (they taste like fresh citrus)! When you travel, try seeking out local cheeses, just as you would local wines or beers. Most countries have active artisan scenes, not to mention festivals and even private tours to meet makers. This list offers a sampling to get you started, whether you're excited by indigenous finds or inventive flavors. To become a cheese adventurer, seek out cheese shops wherever you go to ask, "What's local?" You'll be amazed by your dairy discoveries. —TENAYA DARLINGTON, AKA MADAME FROMAGE



FROM LEFT: CARLOS GAW/GETTY; ALEXANDR VORONTSOV/GETTY; TOP RIGHT: JASON KEMPIN/CMA/GETTY







01

Turducken of Cheese

Queso Bola de Ocosingo (QBO)

CHIAPAS, MEXICO

This unusual artisan cheese from Chiapas is made by stuffing a soft cheese into a firm cheese that forms a crust to form a sphere. The first branded cheese of Mexico, it must be made from the raw milk of local Zebu-Brown Swiss cows.

02

Royal Pick



Grey Owl

QUEBEC CITY

When Grey Owl was ordered for a dinner party surrounding Prince Harry's wedding in 2018, it made international news. Besides being one of Duchess Meghan Markle's favorites, Grey Owl is a stunning soft goat cheese with an ashy rind from a small creamery, Fromagerie le Détour, run by husband-and-wife team Ginette Bégin and Mario Quirion. The silver rind looks feathery, hence the name.



03

Rare Choice

Queijo do Serro

SERRO REGION, BRAZIL

Gold explorers started artisan cheese production here during the 18th century. One of the country's oldest cheeses, Queijo do Serro is still made by hand from native starter cultures, known as *pingo*. Often sold fresh or aged for eight to 60 days, Serro cheese can go from mellow and yogurty, when it's still young, to buttery and slightly piquant when aged. This cheese has been inducted into Slow Food's Ark of Taste, a catalog of "distinct, delicious and endangered" foods.

04

Religious Experience

Cathare

LANGUEDOC REGION, FRANCE

Every round of this delicate raw-milk goat cheese from southwestern France is rolled in ash, then imprinted with the Occitan cross—a symbol of the Cathars, a medieval religious group that settled the area around the time of the Crusades. This is one of the most beautiful cheeses to see (and eat—it's fresh and herbaceous tasting) in person. Look for it in cheese shops around Paris and London.



05

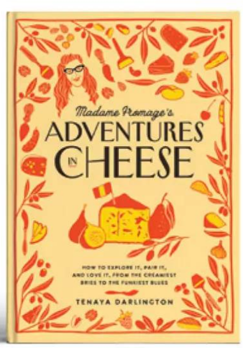
Cheerful Choice

Piacentinu Ennese

SICILY, ITALY

Made with sheep's milk, saffron and whole peppercorns, Piacentinu (pee-uh-chen-tin-oo) was designed by a king, Ruggero the Norman (1095–1154), as a cure for his wife's depression. Saffron was thought to be uplifting to the spirit, and peppercorns were treasured. Hunt for this glowing, golden cheese if you travel to Sicily, or you may see its golden light from time to time at cheese counters in the United States.





Adapted from **MADAME FROMAGE'S ADVENTURES IN CHEESE** by Tenaya Darlington. Published by Workman © 2023.

01: DEAGOSTINI/GETTY; 02: STEVE RUSSELL/TORONTO STAR/GETTY; ALY MILLER; 03: LUIZ HENRIQUE MENDES/GETTY; 04: ALY MILLER; RICHARD BORD/GETTY; 05: FRANCESCO VIGNALI/GETTY



06: MARTIN FREDY/GETTY; 07: TAMER SOLIMAN/GETTY; 08: GETTY; 09: SOUTHERN LIGHTSCAPES-AUSTRALIA/GETTY; DUY DASH; 10: ALY MILLER (2); STANISLAV KOGIKU/SOPA IMAGES/LIGHTROCKET/GETTY

06

Golden Ring

Olomoucké Tvarůžky

CZECH REPUBLIC

What looks like a translucent golden doughnut is actually a pungent ring that tastes like gooey sautéed garlic. Originally made in the area around the city of Olomouc, this centuries-old recipe is now protected by the European Union. A museum devoted to "Olomouc cheese" is in the town of Loštice.

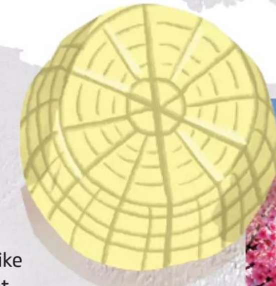
08

Wedding Treat

Byaslag

MONGOLIA

Otherwise known as Mongolian yak cheese, Byaslag is a ricottalike cheese made in large blocks that are wrapped in cloth and pressed under piles of rocks to squeeze out moisture, resulting in a mild-tasting dry cheese that can be eaten fresh or aged. Served with tea, it's popular at Mongolian weddings or as a travel staple for nomads on the go. Alas, you'll have to go to Mongolia to find it.







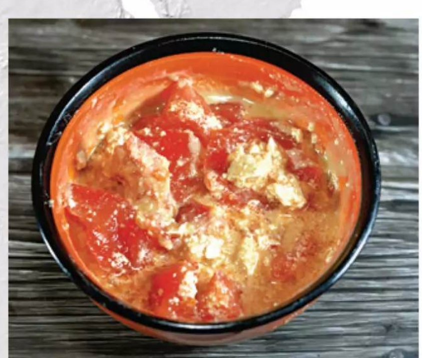
10

Blooming Round

Sakura

HOKKAIDO, JAPAN

Made only during Japan's cherry blossom season in April and May, Sakura is a tiny Camembert-like cheese topped with a pickled cherry blossom, from Kyodo Gakusha Shintoku Farm. These delicate wheels are aged for 10 days on cherry blossom leaves, making them wonderfully aromatic, plus delicate and creamy. In addition, the cheese was designed to look like the Japanese flag.



07

Grave Goods

Mish

EGYPT

This spiced cheese made in earthenware pots is thought to be similar to cheeses found in pharaohs' tombs dating back to 3200 BCE. The recipe calls for covering cheese curds with whey, salt and a mix of red pepper, cumin and fenugreek seeds, and letting the mixture ferment in jars sealed with mud paste for months or even years. Today, this salty, pungent mixture is still made mostly by home cheesemakers in Egypt.

09

Surprising Crunch

Anthill

ADELAIDE HILLS, AUSTRALIA

Chèvre encrusted with dried green ants and dried lemon myrtle leaves? Yes, that's right. Maker Kris Lloyd of Woodside Cheese Wrights claims that the ants add a citrusy kick (not to mention a delicate crunch) to her award-winning chèvre. Only thing is, you'll have to pop over to South Australia to find this gem.







MUSIC

Vagabon's New Outlook

Incorporating electronics and dance-pop into her sound, the acclaimed musician returns with her most upbeat work *Sorry I Haven't Called*

by **DAVID CHIU**

SORRY I HAVEN'T CALLED, THE new album by the indie multi-instrumentalist and producer Laetitia Tamko, who goes by the moniker of Vagabon, is a confident and joyous work; its sleek and upbeat sound could naturally fit in with the R&B/electronic/dance-pop music made by contemporaries like Beyoncé. Ironically, though, Vagabon's latest record was born of grief, particularly over the 2021 death of collaborator Eric Littman, to whom it is dedicated.

"Eric was a dear friend of mine and we made "Water Me Down" [a track from her 2019 self-titled album] together," Tamko says. "Losing someone so integral to my musical life was a shock to the system."

Due out September 15 on Nonesuch Records, *Sorry I Haven't Called*

“I didn’t have the luxury of sorting out my musical identity before it became public.”

represents Vagabon’s musical progression from the introspective guitar-dominated rock/bedroom pop of her 2017 debut album *Infinite Worlds.* Her first new record in four years, *Sorry I Haven’t Called* is danceable and electronic driven while its lyrics are conversational (“Lexicon,” “You Know How,” “Made Out With Your Best Friend”), although there are some reflective moments, too (“Passing Me By,” “Autobahn”).

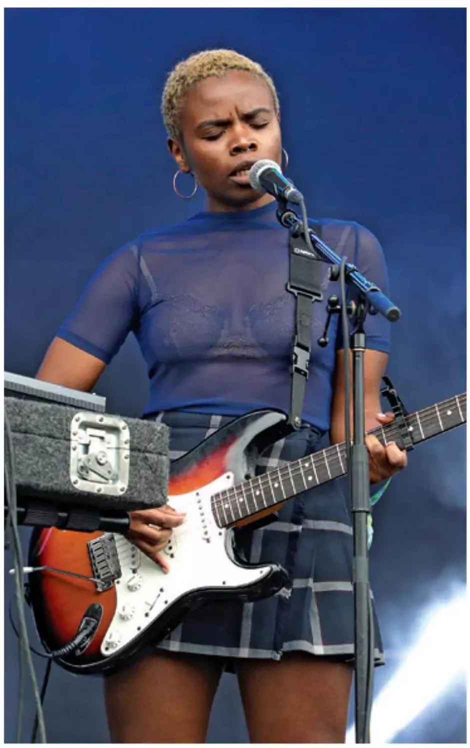
Tamko says, “I wanted to build on some themes that I flirted with, like my house music-inspired production on “Water Me Down” [from the album *Vagabon*] and go a bit deeper into dance—and not fully because narrative is still really important to me. I love writing. I love words. I love painting a world that way, too. So it was about combining these worlds—this euphoria that you feel in a dark club and combining that with really conversational storytelling.”

Part of the change direction comes from her move to the German countryside, where she started writing after Littman’s death. “It’s helpful for me to be in quiet spaces to work,” she says, “but to also be inspired to feel the vastness of the world that way. I set up a home recording studio and I made music almost as a distraction. Because there were no other distractions, I was processing my grief and doing so in a way that felt healthy enough for me.”

The album’s opening track and debut single, the delightful and romantic “Can I Talk My Sh**,” sets the record’s tone, with the narrator singing: “Honestly I’m ready to go, when you talk like that.” Tamko laughs when she says, “That was the intention. It’s my thesis, if you will. It’s almost kind of giving the listener, ‘Hey guys, this is what we’re doing. It’s going to be playful. We’re going to have fun, So unwind, like unbutton your pants, undo your tie. It’s fine. This is not a big deal.’”

Tamko dissects her songs almost scientifically (she studied engineering before making music her calling). Take for instance “Carpenter,” a song with a little bit of an Afro-Latin feel. “Rhythm is one of my favorite parts of music,” she says. “It’s an element of my vocal songwriting as well. Rhythm is at its core. And so I was flirting with the idea of how to bridge a gap between the last two records [*Infinite Worlds* and *Vagabon*] and this next record I was beginning to work on. “Carpenter” felt like that juxtaposition between the melodies I used to gravitate towards with this rhythm that I haven’t showcased yet in my work.”

CHANGES Singer-songwriter Laetitia Tamko, also known as Vagabon, opposite, and performing in New York City in 2018, below.



“Do Your Worst,” incorporates jungle sounds while the narrator confronts an acquaintance (“You turn me into someone I don’t like when you sing my praises then you try to slide”). “The sound design is what I nerd out on,” Tamko says. “If I could specialize in it, it’s what I would do all of the time in building that world. That includes having the center of the world be the storytelling because I think that’s what beats and production make us feel, but the words make us come back over and over and over again. It’s one of the songs I’m most proud of.”

The album closes with “Anti-F***,” whose folk-rock sound recalls her first album. “It’s the one song that came extremely quickly,” Tamko says. “I had gone on a walk in the forest in Germany where I was living at the time, and I came back and it was a dark day. And I came back and that song just happened.” Laughing she adds, “I almost was like, ‘Ugh, not a folk song.’”

Tamko co-produced the album with Rostam Batmanglij, a former member of Vampire Weekend and a producer/musician whose credits include Haim, Carly Rae Jepsen and Clairo. Having recorded and performed music mostly on her own, she saw working with Batmanglij as a way for her to honor Littman.

FROM LEFT: PHILLIP CHESTER; TAYLOR HILL/GETTY

"I made a version of this record back in Germany, and I came home with my record, ready to present it," she says. "I can be quite insular, so I don't send demos. I kind of want the space to flesh the ideas out. And a year later, Rostam wrote me on Instagram, and I went over to his studio and I played him a couple of things. I basically came to him with the record, and he was like, 'I can help you finish this.' One of the first things he said to me was, 'I know I'm a producer and I know you're a producer, but productions are kind of whatever—the songs are what matters. You've done the hard part.' So it became our job to make a cohesive record. It's beautiful to see how expanded my world has been by inviting people in honor of Eric's legacy and impact on my life."

Born in Cameroon, Tamko's early relationship with music was at church. When she was a teenager, she and her family immigrated to New York City. "I found myself in this underground scene in New York almost by accident," she recalls. "I didn't know any musicians. I was in engineering school, and I didn't have musicians in my life at all. I didn't know people who made music. I lived in the best city in the world. So all you had to do was look around: 'Okay, I'm going to go to Brooklyn. I think that's where the artists are.'"

"I stumbled upon this community. I was like, 'I play music.' They're like, 'Oh, you do? We play music. Do you want to play a show?' I'm like, 'Yeah.' 'Well, in our kitchen on Friday.' We were all these kids learning how to make music in our bedrooms. I almost call [those musicians] my high school friends because I moved around so much, that it was the first time I was like, 'Oh, we're going to be long-term friends.' People like Mitski, who got me my first-ever show. All these people that pop up in my life—it was almost a way to make friends."

Vagabon released *Infinite Worlds* in 2017, followed two years later by her self-titled album. Since then, Vagabon has received press attention from *Pitchfork*, *Rolling Stone*, *The New York Times* and *The New Yorker*. She has performed at the Pitchfork Festival, the Newport Folk Festival, Primavera Sound and South by Southwest, and shared stages with Angel Olsen, Weyes Blood and Courtney Barnett.

"I think it hasn't hit me yet," Tamko says about her good fortune. "It hasn't trickled down to me yet. I feel like I've been away from it for a long time. I feel like I've been in a bit of a cave. So I'm hoping to feel it soon. That would be really nice."

Tamko will tour behind *Sorry I Haven't Called* starting in September with European and North American dates. As for her next musical direction, Tamko says she'll probably stick with the sound of her new record for now. "I think I've found my thing finally," she says. "It's been confusing to me as well as it is for everyone for me to completely change myself every album.

"I didn't have the luxury of sorting out my musical identity before it became public."

"*Infinite Worlds* [contains] the first songs I ever wrote in my life.... So with *Sorry I Haven't Called*, I feel like I'm settled in here. I feel really good about how this makes me feel good. I think I'll stay here for a while." N

▸ **David Chiu** *is a freelance writer focusing on music. Follow him on X @newbeats*

FURTHER LISTENING

Infinite Worlds, FATHER/DAUGHTER RECORDS, 2017

Laetitia Tamko began recording as Vagabon in 2014. Three years later, she unveiled *Infinite Worlds*, which put her on the map and garnered critical recognition. Highlighted by such tracks as "The Embers," "Minneapolis," "Fear & Force" and "100 Years," *Infinite Worlds* is minimalist guitar-led rock/bedroom pop music that recalls the sounds of her contemporaries like Mitski, Angel Olsen, Japanese Breakfast and Soccer Mommy.



Vagabon, NONESUCH, 2019

Vagabon's self-titled second album downplayed the guitar focus of her debut and focused more on electronic textures. Tamko wrote the material primarily on her computer while she was on the road. *Vagabon* yielded such notable tracks as "Flood," "Water Me Down" and "Every Woman," the latter described by Tamko as a feminist anthem for herself and marginalized people in society.



FROM TOP: FATHER/DAUGHTER RECORDS; NONESUCH

NEWSMAKERS

Talking Points

CNN

"THE LAST THING YOU WANT IS AN ECONOMIC DOWNTURN TO FOLLOW THE DISASTER."

—Hawaii Tourism Authority spokesman Ilihia Gionson

The National

"It is of great importance because it is the oldest synagogue in Egypt and the Middle East."

—ARCHAEOLOGIST MOSTAFA WAZIRI ON THE RESTORATION OF CAIRO'S BEN EZRA SYNAGOGUE



MOSTAFA WAZIRI

People

"I have yet to speak to that young man and I intend to because I am not quite sure what he's doing or if he knows what he's doing."

—DIONNE WARWICK ON ELON MUSK

AP

"WE WOULDN'T HAVE PUT THIS ALBUM OUT IF WE HADN'T REALLY LIKED IT."

—Mick Jagger on the Rolling Stones' forthcoming *Hackney Diamonds*



MICK JAGGER

The New York Times

"You have to move. If you don't move, you become immovable."

—97-year-old fitness entrepreneur Elaine LaLanne

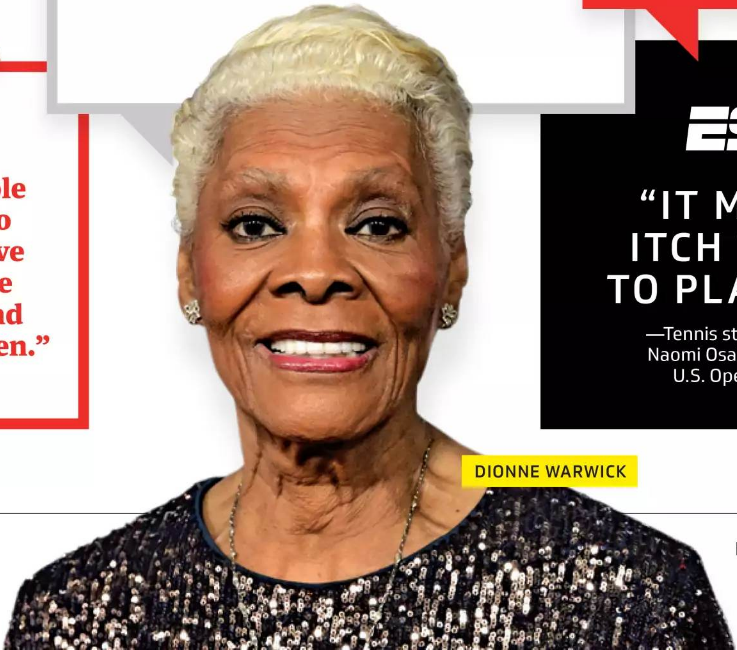
"I was lucky my whole life really. I had two loving parents, I have good friends. I have a wonderful wife and marriage, two children."

—WOODY ALLEN

ESPN

"IT MADE ME ITCH TO WANT TO PLAY AGAIN."

—Tennis star and new mother Naomi Osaka on attending the U.S. Open as a spectator



DIONNE WARWICK

FROM LEFT: KHALED DESOUKI/AFP/GETTY; FREDERIC J. BROWN/AFP/GETTY; MATT CARDY/GETTY

The PARTING SHOT
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PARTING SHOT

Reba McEntire

FOR REBA MCENTIRE, JOINING NBC'S *THE VOICE* AS A JUDGE AFTER BLAKE Shelton's departure adds a layer of "pressure" to the gig. "Nobody can replace Blake Shelton. He's a huge personality and a wonderful person.... I'm just getting in there trying to have fun and represent country music as best I can." If anybody can do that, it's Reba McEntire, who hasn't stopped making hits since she began nearly 50 years ago. Her next album, *Not That Fancy* (which will also feature a book of stories and recipes), will feature her classic songs scaled back, more acoustic—or rather, not that fancy. "It brought out something in each song that you didn't hear before. You really hone in on the words and the emotion of the song." And that's something McEntire has always been able to do. "I try to sing songs that will help other people while they're listening to the music. It's miraculous what music can do." She says she appreciates performing more now. "To be able to do the music as long as I have, at the level that I've gotten to, I'm very grateful, very thankful and I have learned to enjoy it more."



"It's miraculous what music can do."

What's your judging style? I can't imagine you being mean.
I can't be a mean judge. I can't say to somebody, "Well is your mama gonna meet you at the bus station? Because you're going home." I learned from John [Legend], Gwen [Stefani] and Niall [Horan]. Every day on *The Voice* I'm learning how to let 'em down easy, coach 'em and give them advice.

If you weren't the Reba we know and love and you were auditioning for *The Voice* now, how do you think you'd do?
I don't think anybody would turn around for me. Honestly, I don't. But what an opportunity to be seen by that many people all over the world, whereas it would have taken me years to get in front of that many people.

You have an album and a book coming out called *Not That Fancy*. How did it come about?
The book started first. It's about how to entertain not that fancy. The album goes along with it. It's an album of my past songs that we did not that fancy—not with a whole band, more acoustic, pared down. We're having a great time with it.

Where do you think Fancy from your classic song "Fancy" is today?
I think she's enjoying life. She's grateful where she is and is helping other people that were in her situation go through life and trying to pull 'em up and give them encouragement. —*H. Alan Scott*

TONY MATULA

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